

Instituto Superior de
Administração e Economia da
Fundação Getulio Vargas



ISAE



IDE

- cursos corporativos
- management
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GLOBAL COMPACT, MILLENNIUM GOALS AND
PRINCIPLES FOR RESPONSIBLE MANAGEMENT
EDUCATION

COMUNICACION ON PROGRESS ISAE/FGV 2009

Av. Visconde de Guarapuava, 2943
80.010-100 | Centro | Curitiba | Brazil
Tel.: 55 41.3388 7846
Fax: 55 41.3388 7849

norman@isaebrazil.com.br
www.isaebrazil.com.br

A Word from the General Director



Dear reader,

Business schools teach much more than just knowledge in management. They develop values, principles, and worldviews, instructing executives on how to find their roles in society. These schools are also important vectors in the formation of responsible leaders, as they establish strong relationships among markets, companies and professionals.

For all these reasons, business schools have the responsibility of teaching sustainability, not as a matter of charity or marketing strategy, but as a condition for business survival. Companies that are not aware of this will certainly lose their competitiveness because they will be at odds with current global goals, which require immediate action, especially regarding climate change and its effects on the fate of society.

This report summarizes our actions in 2009, in our attempt at materializing the Principles for Responsible Management Education. Among the various initiatives, we can highlight the publishing of the book "Sustainable Shift", which tells the history of our institution and describes all the efforts it has placed in instilling into students the values of corporate responsibility. In the academic area, we kept last year's changes in curriculum for our MBAs, which included the offering of the following courses: Innovation, Corporate Governance, Business Ethics, Social Responsibility and Sustainable Development. We also encourage our students to produce extensive reports involving these issues and to engage to the Global Compact Principles. Other prominent features of the year were the events promoted by the institution, which favored the discussion of issues involving corporate responsibility and sustainability. With international speakers, these events often engaging professionals from different areas, as well as city representatives, on the rethinking of our relationships with the environment, the companies, and their effects on society.

Finally, we emphasize the commitment we have obtained from our employees, who apply the principle of self-reference in all institutional activities. A series of procedures related to sustainability and corporate responsibility have already been developed and implemented in the institution and today they improve the eco-efficiency of our business.

As our commitment continues, we hope that our initiatives are harmonious with the demands of the planet.

Enjoy your reading!

A handwritten signature in black ink, which appears to read 'N. de Paula Arruda Filho'. The signature is fluid and stylized, with a long horizontal line extending to the right.

NORMAN DE PAULA ARRUDA FILHO

ISAE/FGV

Our Mission

“Contribute to the sustainable development promoting personal, corporate and social evolution, by means of innovation and generation, encouragement and dissemination of knowledge on management.”

14 years of activity.

More than 12,000 alumni.

19 international partners in 6 countries.

Signatory of the Global Compact.

Signatory of the Principles for Responsible Management Education (PRME).



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GOVERNANCE
Millennium Development Goals: 3, 7 and 8
Global Compact Principles: 1, 2 and 10
Principles For Responsible Management Education: 1,2,5 and 6

ISAE/FGV management model is decentralized and participatory, allowing its participants to work in a complementary way with suppliers and customers in drawing up general policies and dealing with its consequences.

Management Committee

ISAE/FGV has a Management Committee which aims to support the board of directors during decision-making processes in an integrated manner, always based on technical reports produced collaboratively, focusing on institutional sustainability.

Guiding Principles

The principles guiding ISAE/FGV's actions are: **Sustainability, Ethics, Governance, Leadership and Innovation**. These principles are available in a formal document and are regularly disseminated to the internal public by the coordination of Corporate Responsibility and Sustainability Department, along with the coordination of Personnel Management Department.

These principles are at the core of the organizational intelligence, forming the very basis of all institutionally implemented strategies and attitudes, that is included in training programs for employees at all levels.

Values

ISAE/FGV values are the fundamental pillars that guide every institutional relationship. These values were developed in an interactive process that reflects how the directors understand the principles that build a responsible institution, as well as the influence of being an institution signatory to the UN Global Compact and to the PRME Initiative. ISAE/FGV values are:

- Ethical Relationships – honesty, integrity, loyalty and respect;

- Team Spirit – collaboration, co-responsibility and synergy;
- Clear and Complete Communication;
- Transparency

“We are in the need to develop a model based on values such as social responsibility and professional ethics for the training of entrepreneurial leaders”. Norman de Paula Arruda Filho.

“Once they train leaders, business schools need to use their sphere of influence and their relationships with market, institutions, companies and executives to encourage the adoption of sustainability as a strategic management principle. No less challenging, we seek to exercise the principle of self-reference by 'looking inside' our institution and applying these guiding concepts and values to our very own reality.

In other words, one must practice what they preach”. Norman de Paula Arruda Filho.



KNOWLEDGE GENERATION AND DISSEMINATION

CENTER FOR INTERNATIONAL AFFAIRS

Millennium Development Goals: 7 and 8

Global Compact Principles: 1 and 8

Principles For Responsible Management Education: 1, 4, 5 and 6

The **Center of International Affairs** promotes and coordinates integrated actions developed by ISAE/FGV in partnership with other national and/or international institutions in Brazil and abroad since 2000. Students and partners are able to get in contact with well-known international institutions and professionals, which enables them to develop a multicultural education. This broader perspective contributes to the formation of leaders more prepared to the global challenges of sustainable development. Some of the actions of the center in 2009 include:

International Module on Project Management

On October 14th, ISAE/FGV took 25 Brazilian students for an international experience combined with a global overview program on Project Management. This module took place at a partner university, which is acknowledged as the best university in the United States in the area of Project Management, George Washington University (GWU).

GWU's School of Business (<http://business.gwu.edu/>) is also committed to the Principles for Responsible Management Education and offers both graduate and undergraduate degrees.

In addition to the classes in Washington D.C., students also had the opportunity for a cultural experience in the United States. Included in the trip was a visit to the Pentagon, NASA and the U.S. State Department.



Associate Dean Murat Tarimcliar (GWU) lectures to the International Module students. GWU/ISAE/FGV Alumni 2009.

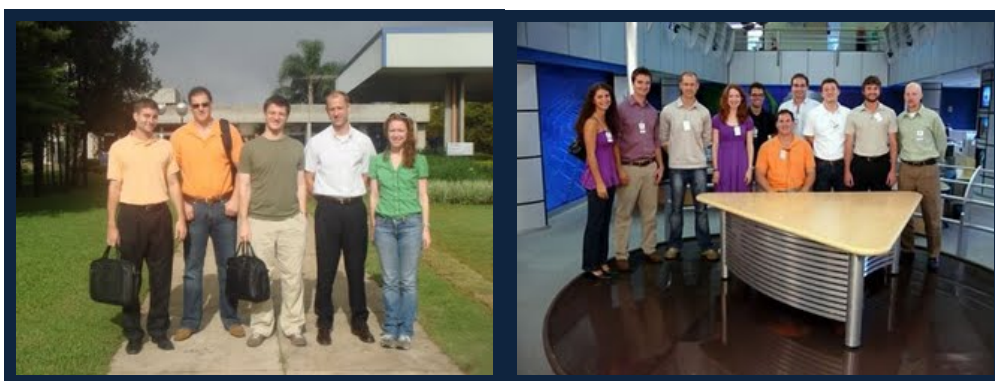


Doing Business in Brazil

Doing Business in Brazil is a 7-month-program created by ISAE/FGV, which has been offered seven times since its introduction. ISAE/FGV received 10 students from the Moore School of Business – University of South Carolina (USC) – which is considered one of the most important business schools in the United States. These students came to Brazil to learn how to do business with Brazil.

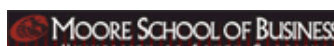
In the first phase of the program, which lasts three months, students take Portuguese lessons full-time. In the 2nd phase, which lasts four months, the students participate in classes and seminars on various topics related to Brazilian corporate world. These activities set a great opportunity for the American masters degree students who have diverse experiences, to interact with the Brazilian students and executives.

For more information, visit our Doing Business in Brazil blog at: <http://doingbusinessinbrazil.blogspot.com>.



American students from Doing Business in Brazil Program visiting Volvo headquarter in Brazil (left) and RPC - Rede Paranaense de Comunicação (right) 03/13/2009.

INTERNATIONAL PARTNERS



RESPONSIBILITY AND SUSTAINABILITY CENTER
Millennium Development Goals: 1, 2, 7 and 8
Global Compact Principles: 1,3, 6 and 8
Principles For Responsible Management Education: 4, 5 and 6

ISAE/FGV's Responsibility and Sustainability Center has the mission of generating and disseminating knowledge in order to foster responsible and sustainable management values and attitudes.

This center constitutes one way of engaging ISAE/FGV students, employees and partners in activities that generate knowledge, information exchanging and practical experiences. These activities promote the common welfare, sustainable social development and business ethics.

The center also contributes to the improvement of the social aspects of the State through education and institutional cooperation, and measuring and monitoring various social indicators. In addition, it also generates and disseminates knowledge, formats training programs for NGOs and companies. Also, it develops and supports social action projects, events on social responsibility, business ethics and sustainability.

Uaná Program – International Volunteer

Uaná is a International Volunteer Program which encourages ISAE/FGV students to practice the theoretical knowledge they acquired in the classroom to generate solutions to overcome social disparities and exclusion in Brazil. The program supports the sustainable development of small and start-up enterprises, NGOs and social enterprises through volunteer consulting provided by ISAE/FGV students and partner international management institutions.

The program also promotes cultural exchange and is partners with UNESCO, Ministry of Food Security and Curitiba City Hall. Its main objective is to enable the development of volunteer activities. In October 2009 the program received two students from Audencia Management

School who will volunteer for the program for a six-month period. The most important results are:

- Number of enrolled volunteers: 49;
- Number for foreign volunteers: 2;
- Total consulting hours donated by volunteers: 1544 hours.

Some of the organizations assisted by Uaná Program are:

Aliança Empreendedora: the enterprise's scope includes formation of strategic collaborative networks, articulation of the actors involved, training activities, advice and guidance on management and events and projects to encourage and promote entrepreneurial culture in economically disadvantaged communities.

www.aliancaempreendedora.org.br

Fundação Casa do Estudante Universitário do Paraná (CEU): the organization was founded in 1948 with the objective of providing affordable housing for university students from lower social classes who came to the state capital to study.

<http://www.ceupr.com.br/>

Associação Beneficente São Roque (ABSR): the organization was founded in 1988 with the mission of "helping low-income communities residents, especially those affected by Hansen's disease (leprosy), to achieve well-being and social protection through social assistance, education, work, culture and leisure".

<http://www.associacaosaoroque.org.br/>

For more information visit the website <http://programauana.blogspot.com/>

"During classes, they showed and corrected many things we were doing wrong. Today I run my business in a more positive way. They helped me fix my business as a whole. I learned, for

example, to avoid installment pricing to escape the interest and improve the accounting". Leonardo Kovalski, entrepreneur benefited from Uaná – International Volunteer

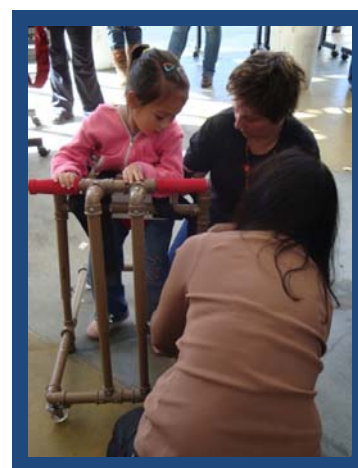
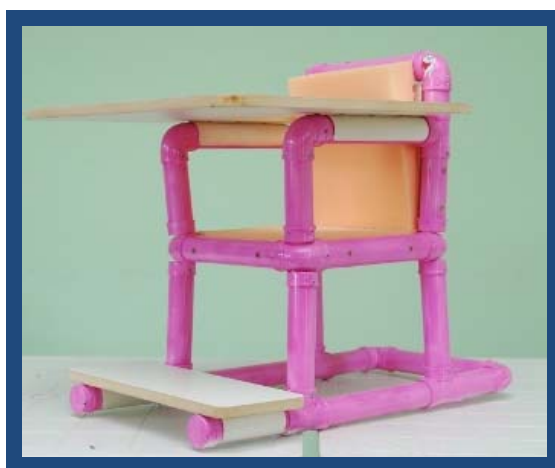
Adapted Furniture Manufacturing Project

ISAE/FGV Centers for Responsibility and Sustainability and for Business Innovation developed a joint project to transfer technology to a low socio-economic development community.

The project was approved and sponsored by the Science, Technology and Higher Education State Department. The activities started in January 2009 and involved the training of a group of poor people in managing and producing PVC furniture adapted for young children with neuro-motor dysfunction. The results were income generation associated with the sustainable development of the region.

"This way we can move from welfare and philanthropy to creating sustainability for the municipalities involved". Regina Joppert, coordinator of the Center for Business Innovation.

"The product has a nice design, which draws the attention of children. They have fun as if the equipment was a toy". Grace Gasparin, occupational therapist.



Adapted chair and table (left). Child receiving adapted furniture (right).



Workshop participants at ISAE/FGV in Curitiba, finishing a piece of adapted furniture.

“Sustainable Shift” - Publication Launch

On February 4th of 2009, ISAE/FGV held the pre-release of the book "Sustainable Shift", exclusively for journalists. This event brought together representatives of various national media vehicles, such as Gazeta do Povo, O Estado do Paraná, Band News and RPC TV, and also representatives of ISAE/FGV to exchange information and discuss about issues related to sustainability and its development in both the media and the corporate field.

The official release of "Virada Sustentável" took place one week later, on February 11th. Ozires Silva, a former State minister and founder of Embraer, Dr. Celio da Cunha, advisor at UNESCO, and Norman Arruda Filho, Superintendent of ISAE/FGV were together at the event for a debate on corporate sustainability issues. The book has ISAE/FGV's story as the context for the main character: the evolution of sustainability in the corporate field and in business schools. It is a narrative full of cases and current examples, which show successful initiatives in management for sustainability.

The event also had an exhibition of furniture and decoration, using a concept of functionality from materials that were previously discarded.



UNESCO Chair in Ethics and Responsible Education for Sustainability and UNITWIN Network Project

ISAE/FGV presented a project in partnership with UNESCO to consolidate the UNESCO Chair in Ethics and Responsible Education for Sustainability and UNITWIN Network which aims to develop a center of excellence in the field of Responsible Management Education in order to train leaderships capable of transforming the current society into a more equal, fair, sustainable, and developed one.

*The project is under UNESCO approval process.

SUSTAINABILITY OFFICE
Millennium Development Goals: 7 and 8
Global Compact Principles: 8
Principles For Responsible Management Education: 4, 5 and 6

The Sustainability Office aims to provide consulting services to top management professionals (administration council and board of directors), focusing on the development of the corporate sustainability strategies. The office has always worked on the development of consulting activities for the sustainability of ISAE/FGV’s ecosystem.

Center for Strategic Planning ISAE/BOSCH

ISAE/FGV’s Sustainability Office is the coordinator and co-creator of the Center for Strategic Planning ISAE / BOSCH. This Center’s mission is to promote systematic interaction across sectors and among professionals from the area of planning. It aims at prospecting, disseminating knowledge and elevating the maturity level of the strategic planning in the respective businesses, and adopts sustainability as a guideline. Currently, the Center is composed by fifteen major companies belonging to the different sectors of the economy of Paraná state (Brazil). This initiative also provides a forum to foment the dialogue between academia and the public and private sectors.



BUSINESS INNOVATION CENTER - CIEM
Millennium Development Goals: 7 and 8
Global Compact Principles: 8
Principles For Responsible Management Education: 4, 5 and 6

Created in 2001, ISAE/FGV's Business Innovation Center was the first incubation project in Brazil to develop business in the services area. The main purpose of this center is to increase the chances of success of new micro- and small sustainable enterprises. In order to achieve this result, the center improves the organization's business management strategies and provides technical and technological assistance. The selection criteria for enterprises to be developed in the incubation project include respect for the concepts of Social Responsibility and Sustainable Development. Over the last four years, the Business Innovation Center has achieved:

- the incubation and graduation of 36 enterprises that now operate in the market;
- associations and partnerships with various organizations, including: SETI – Secretaria de Ciência e Tecnologia do Paraná; REPARTE – Rede de Incubadoras e Parques Tecnológicos do Estado do Paraná; INTUEL/UEL – Universidade Estadual de Londrina; and UTFPR – Universidade Tecnológica Federal do Paraná Federal;
- generation of over 100 technology-based jobs;
- approximately 100 lectures given to the community on topics such as: entrepreneurship, innovation, development of sustainable enterprises, generation of products and processes, project management, partnerships, etc.

Some of the companies incubated in 2009 were:

Na Ativa is an innovative physical education enterprise, combining physical activities in corporate establishments with the company's quality of life management. It provides managers

with ideas that they can explore regarding physical activities specifically in the field of human resources, generating various corporate solutions.

Sinergia – Sustainable Fashion is a project that develops professional training for sustainable fashion production, in order to generate income to a poor socio-economic development region. The project focuses on waste management and reverse logistics, being performed by local community women at Clube de Mães Vila das Torres.

Magnoplan Planning and Engineering Ltd. will work with industrial projects management on the areas of construction, engineering, oil and gas and automotive industries. In the latter, the enterprise will implement project management services for product development.

<i>“PERSPECTIVAÇÃO”</i> LEARNING SYSTEM
Millennium Development Goals: 7 and 8
Global Compact Principles: 1 and 3
Principles For Responsible Management Education: 1, 2 and 3

***“PerspectivAção”* Learning System**

Perspectivação is an exclusive learning system developed by ISAE/FGV in 2002, focused on the formation of leaderships. This system aims the development of skills which are essential for sustainability and corporate responsibility and yet are not usually addressed in depth in regular MBA curriculum.

The system offers ISAE/FGV students 12 programs, 5 business units, as well as projects, techniques and several tools for the development of their personal, professional and citizenship skills seeking the sustainable development of the society. This system is recognized for its capacity to connect theory and practice and also for the contribution to the development of a systemic vision at the corporate environment.

PUBLICATIONS
Millennium Development Goals: 7 and 8
Global Compact Principles: 1
Principles For Responsible Management Education: 4

List of Publications

- 1) ARRUDA FILHO, Norman. (2009), **“Uma iniciativa para o futuro do planeta”**. Published by Folha de Londrina (newspaper) on January 3rd, 2009. Londrina, PR, Brazil.
- 2) Jornal de Londrina (Newspaper) published the article **“Novos valores devem guiar empresários”**, in which Norman Arruda Filho is interviewed. January 5th, 2009. Londrina, PR, Brazil. Available at: <http://portal.rpc.com.br/jl/online/conteudo.phtml?tl=1&id=843973&tit=Novos-valores-devem-guiar-empresarios>
- 3) ARRUDA FILHO, Norman. **“Escolas de Negócio e o futuro do planeta”**. Published by Gazeta do Povo (newspaper) on January 9th, 2009. Curitiba, PR, Brazil.
- 4) Gazeta do Povo (Newspaper) published the article **“Marketing Verde”**, in which the coordinator of the Office of Sustainability, Rubens Mazzali, is interviewed. April 3rd, 2009. Curitiba, PR, Brazil.
- 5) Four issues of Perspectiva Magazine, ISAE electronic publishing on economy and responsible business. The magazine is produced by the Marketing and Communication areas with the cooperation of the entire ISAE/FGV team ISAE / FGV. April 17th, 2009, Curitiba, PR, Brazil. Available at: <http://www.isaebrasil.com.br/novo3/default.asp>
- 6) MAZZALI, Rubens. **“Bernardo-eremita, a cooperativa e a concha vazia”**. Published by O Estado do Paraná (newspaper) on June 18th, 2009. Curitiba, PR, Brazil. Available at: <http://www.parana-online.com.br/colunistas/3/67199/>
- 7) ARRUDA FILHO, Norman and ASANOME, Cleusa Rocha. **“Perspectivaction system: advancing the education of responsible business leaders”**, published at the XIII International Conference on

Managing in a Global Economy: Management Challenges for a New World, promoted by Pontifícia Universidade Católica (PUC-Rio) and the Eastern Academy of Management, on June 21-25, 2009, Rio de Janeiro, RJ, Brazil.

Available at: <https://eamiconference.org/EAMI2009program.pdf>. [Accessed on September 30th, 2009].

- 8) MARTINS, Ligia C. e SOBCZAK, André. “The impact of embedded cultural and common global challenges on the role and purpose of business in society. Lessons from the analysis of CSR discourses and practices in France and Brazil”, presented at the VIII Annual Colloquim – The Role and Purpose of Business in Society: Challenges and Issues for Global and Corporate Governance, promoted by the European Academy of Business in Society (EABIS), on September 20-22, 2009, Barcelona, Spain.
- 9) ARRUDA FILHO, Norman; ASANOME, Cleusa Rocha and TSUDA, Jessica Romy. (2009), Implementing Executive Education for Sustainability presented at the PRME/CBS International Conference on Responsible Management Education: Sustainable Leadership in the era of Climate Change, on November 23-24, 2009, Copenhagen, Denmark.

End of Course Works

ISAE/FGV encourages students to produce articles and course capstone projects involving responsible management education issues, focusing on sustainability and corporate social responsibility.

Table 1 – Total of Course Conclusion Projects for ISAE/FGV MBAs developed on issues related to sustainability and global responsibility.

Theme	Number per year		Total
	2008	2009	
Corporate Responsibility and Sustainability	17	7	24
Corporate Governance		2	2
Social Policies		2	2

Source: ISAE/FGV.

COURSES OFFERED
Millennium Development Goals: 8
Global Compact Principles: 1, 3 and 10
Principles For Responsible Management Education: 1 and 3

Short-term courses on the areas of Sustainability and Corporate Responsibility offered in 2009:

1. *Global Business Administration* in Leadership and Team Development.
Credit hours: 24 hours.
Professor: Mara Beckert.
January 2009.
2. *Global Business Administration* on Corporate Sustainability.
Credit hours: 16 hours.
Professor: Rubens Mazzali.
January 2009.
3. *Global Business Administration: Can Art and Design Improve Business?*
Credit hours: 24 hours.
Professor: Sérgio Pires.
February 2009.
4. I Course on Furniture Adapted for People with Neuromotor Disorders.
Credit hours: 16 hours.
Professors: Grace Gasparin, Elizane Mecena and Sandra Regina Zoratti.
April 2009.

5. II Course on Furniture Adapted for People with Neuromotor Disorders.
Credit hours: 16 hours.
Professors: Grace Gasparin, Elizane Mecena and Sandra Regina Zoratti.
September 2009.
6. *Global Business Administration* on Interpersonal Communication and Feedback
Credit hours: 16 hours.
Professor: Denise Dutra.
October 2009.
7. *Global Business Administration* on Risk Management.
Credit hours: 16 hours.
Professor: Geraldo Mendonça.
October 2009.
8. *Global Business Administration* on Corporate Governance
Credit hours: 16 hours.
Professor: Rubens Mazzali.
October 2009.
9. *Global Business Administration* on Entrepreneurship and New Business Creation
Credit hours: 16 hours.
Professor: Edelcio Jacomassi.
October 2009.

MBA Curriculum Changes

All of the ISAE/FGV MBA programs are structured to include courses related to leadership and corporate responsibility and sustainability. These courses are organized in 3 different cognitive axes:

- Specific axis: Innovation, Corporate Governance, Ethics, Social Responsibility and Sustainable Development;

- Strategig axis: Leadership, People Management and Entrepreneurship;
- Experimentation Axis: Perspectivation System, a unique hybrid learning system developed by ISAE focused on experiential education, seeking the expansion of competences developed during the MBA courses.

ISAE also institutionalized transversality by adopting as the organization's guiding concepts: ethics, sustainability, governance, innovation and entrepreneurship.

SEMINARS OFFERED
Millennium Development Goals: 1, 2 and 8
Global Compact Principles: 1, 3, 4, 6, 7, 8 and 9
Principles For Responsible Management Education: 1, 2, 5 and 6

“Meeting with”

ISAE/FGV promoted a series of seminars entitled "Meeting with", which brought several international experts on issues related to sustainability and corporate responsibility. These seminars provide ISAE/FGV students and the society with a space to reflect and expand the knowledge on these global issues. In order to organize these events, ISAE/FGV counted on partnerships with the General Consulate of the United States of America in São Paulo, the Honorary Consulate of France in Curitiba, Cultural Foundation of Curitiba, the Curitiba Environment Secretary, the School of Planning of the University of Cincinnati and Audencia School of Management.

- Meeting with Business Ethics. Speaker: Dr. Laura Nash, professor at Harvard Business School, author and co-author of seven books, including the recently released “Just Enough: Tools for Creating Success in your Work and Life” . April 1st, 2009.

- Meeting with Sustainable Cities. Speaker: Dr. Carla Chifos, professor at the School of Planning of the University of Cincinnati, USA. September 1st, 2009.
- Meeting with Global Responsibility. Speaker: André Sobczak, professor at Audencia Management School and director of the Institute for Global Responsibility in that same institution, Nantes, France. October 5th, 2009.
- Meeting with Revitalization of Urban Center. Speaker: Dr. Michael Romanos, professor at the School Planning of the University of Cincinnati and director of the Center for Research on Urban Development in that same institution. November 26th, 2009.



"I want to show the executives that it's time to say 'it's enough' to greed and to the always want more desire," Laura Nash.



Meeting with Business Ethics. Paiol Theater, Curitiba, Brazil. April 1st, 2009.

Other seminars and workshops related to the subject were held at ISAE/FGV locations in Curitiba and in Londrina:

- What is your Work? Affirming Concerns on Management, Leadership and Ethics - Dr. Mário Sérgio Cortella, professor at FGV and former Secretary of Education of São Paulo. Curitiba, April 28th, 2009.
- Dreams were made to come true - Cesar Romão. Curitiba, July 27th, 2009.
- Emotional Intelligence – José Waldo Suede, professor at FGV and business consultant. Londrina, October 6th, 2009.
- Contemporary Management for Business Development in the Region of Londrina – Rodrigo Casagrande, professor at FGV. Londrina, October 22nd, 2009.
- International Seminar held in partnership with Unilivre (Universidade Livre do Meio Ambiente) and the General Consulate of the United States of America in Sao Paulo. The

event brought the speaker Jeffrey Burke, the executive director of the National Pollution Prevention Roundtable (largest U.S. organization dedicated to reducing and eliminating pollution in its sources), to address how cities are facing pollution and finding sustainable solutions to improve residents' quality of life. Urban centers are considered one of the main contributors to the global warming. This assertion demands urban centers worldwide to rethink issues such as traffic, adoption of biofuels and alternative energy sources, efficient waste management and recycling, and investments on eco-efficient buildings (eco-efficiency). Curitiba, June 19th, 2009.

ISAE/FGV members have the opportunity to participate in all of these events and are encouraged to attend seminars promoted by other organizations on topics related to PRME. By doing so, the institution provides specific training to the employees, allowing them to grow professionally and to act focused on the concepts of responsibility and global sustainability.

Some of the outside events attended by ISAE/FGV members in 2009 include:

Lecture: Perspectives for the Economic Crisis in Brazil promoted by Instituto Ethos and FACIAP. Curitiba-PR, Brazil. March 16th, 2009.

Participants: Norman de Paula Arruda Filho and Ligia C. Martins.

Goals for Life - Pequeno Príncipe Dinner party featuring Pelé. Curitiba, Paraná, Brazil. March 26th, 2009.

Participant: Norman de Paula Arruda Filho.

2nd International Forum on Communication and Sustainability. São Paulo, São Paulo, Brazil. May 7th, 2009.

Participante: Norman de Paula Arruda Filho.

Lecture: Creativity, Innovation, Planning and Entrepreneurship. Curitiba, Paraná, Brazil. May 28th, 2009.

Participant: Norman de Paula Arruda Filho.

7th Global Compact Annual Local Networks Forum – UN. The event brought together 250 representatives from Global Compact Local Networks, governments and civil society to exchange experiences, challenges and opportunities. Istanbul, Turkey. June 2009.

Participant: Norman de Paula Arruda Filho.

11th Conparh – Human Resources Paraná Congress: Strategic Human Resources – Pathway and Sustainability, promoted by ABRH/PR. Curitiba, Paraná, Brazil. June 3rd, 2009.

Participant: Norman de Paula Arruda Filho.

Instituto Ethos Meeting on Social Mobilizing. São Paulo, São Paulo, Brazil. June 15th, 2009.

Participant: Ligia C. Martins.

11th Instituto Ethos International Conference on Companies and Social Responsibility “Towards a New Global Economy: Transforming People, Companies and Society”. São Paulo, São Paulo, Brazil. June 15th – 18th, 2009.

Participants: Roberto Caneppele Pasinato and Ligia C. Martins.

Launching of Caring for Climate in Brazil, na additional Global Compact platform for organizations that wish to advance on climate changes solutions. Lecturer: Soren Petersen, responsible for Global Compact Networks worldwide. São Paulo, São Paulo, Brazil. June 17th, 2009.

Participant: Ligia C. Martins.

Eastern Academy of Management International Conference 2009 - EAMI. Rio de Janeiro, Rio de Janeiro, Brazil. June 23rd, 2009.

Participant: Norman de Paula Arruda Filho.

1st Hemispheric Convention for Marine Environmental Protection of American States Organization (ASO). This event constituted a permanent interamerican forum, which aims to promote information exchanging on different aspects of marine environmental protection at the American Hemisphere, by means of lectures and presentations of successful cases. Foz do Iguaçu, Paraná, Brazil. July 7th, 2009.

Participant: Norman de Paula Arruda Filho.

“A Prime Time for Travel Study”, Virtual Meeting. July 29th, 2009

Participant: Ligia C. Martins

3rd Edition of ODM Brazil Award, encouraging City Halls, companies and civil society organizations to contribute to the achievement of the Millennium Development Goals. Curitiba, Paraná, Brazil. August 8th, 2009.

Participant: Norman de Paula Arruda Filho

Sustainable 2009 – 3rd International Congress on Sustainable Development. São Paulo, São Paulo, Brazil. August 4th – 8th, 2009.

Participant: Ligia C. Martins.

2020 Climate Change Brazil – 2020 Climate Leadership Campaign. Lecturer: Jim Garrison, president of State of the World Forum. Curitiba, Paraná, Brazil. August 10th, 2009.

Participant: Ligia C. Martins.

Caring for Climate Commission Reunion. This is one of the 4 commissions of the Brazilian Global Compact Committee. São Paulo, São Paulo, Brazil. August 31st, 2009.

Participant: Norman de Paula Arruda Filho.

8th *Annual Colloquim* of EABIS (European Academy of Business in Society) – “The Role and Purpose of Business in Society: Challenges and Issues for Global and Corporate Governance”. – Barcelona, Spain. September 20th – 22nd, 2009.

Participant: Ligia C. Martins.

2nd We Can Paraná Congress – Culture, Action and Creativity for ODM – Sustainable Development Dialogue Round. Curitiba, Paraná, Brazil. October 27th, 2009.

Participant: Norman de Paula Arruda Filho.

Seminar “The Role of Cities on Climate Change: Mobilizing Curitiba”. The event brought together entrepreneurs, academics, governors and representatives from the third sector with

national and international recognition to present their experience and inspire mobilizing attitudes in the city of Curitiba. ISAE/FGV contributed to the event bringing the speaker Carla Chifos, a professor at the University of Cincinnati, USA. Curitiba, Paraná, Brazil. October 22nd, 2009.

Participants: Carla Chifos and Ligia C. Martins.

19th National Technological Parks and Company Incubators Seminar and 17th Anprotec Workshop “Investment, Internationalization and Inclusive Development”. Florianópolis, Santa Catarina, Brazil. October 26th – 30th, 2009.

Participant: Regina Maria Joppert Lopes

Debate “Pre-Salt and Sustainable Development: Risks and Opportunities of this Business to the Life of Brazilians”. Lecturers: José Goldemberg, Nuclear physicist and professor at USP, Ignacy Sachs, economist and professor at School of High Studies on Social Sciences in France and Antônio Palocci Filho, federal deputy and member of the Special Commission of the Chamber of Deputies for the Pre-Salt Social Fund. São Paulo, São Paulo, Brazil. October 30th, 2009.

Participant: Norman de Paula Arruda Filho.

Global Forum Latin America. The Global Forum is an initiative of the society in the pursuit of innovative attitudes for sustainability of the human life in our planet. Opening lecture with Jeffrey Sachs on the theme: “Challenges to Reduce Extreme Poverty”. Curitiba, Paraná, Brazil. November 4th – 6th, 2009.

Participants: Norman de Paula Arruda Filho, Paula Seciuk, Guillemette Corpet, Fanny Frecon e Ligia C. Martins.

ASBEA – 2010 Plan and Project Light. ISAE contributed to event with the lecture “Sustainable Cities” delivered by Michael Romanos e Carla Chifos, both professors at University of Cincinnati, USA. Curitiba, Paraná, Brazil. November 9th, 2009.

Participantes: Sérgio P. Pires, Carla Chifos e Michael Romanos.

Workshop Dialogue on Anticorruption Business Practices and release of the manual "The Corporate Social Responsibility in Fighting Corruption". Instituto Ethos RedeEmpresarial Program for Sustainability. Curitiba, Paraná, Brazil. November 19th, 2009.

Participant: Ligia C. Martins.

International Conference on Responsible Management Education: Sustainable Leadership in the Area of Climate Change hosted by Copenhagen Business School (CBS). Copenhagen, Denmark. November 23rd and 24th, 2009.

Participant: Norman de Paula Arruda Filho.

COP 15 – 15th Conference of Parties promoted by UNFCCC – United Nations Framework Convention on Climate Change. Copenhagen, Denmark. December 7th – 11th, 2009.

Participant: Norman de Paula Arruda Filho.

Some training courses for ISAE/FGV members include:

Workshop on Responsibility and Sustainability – promoted by ISAE/FGV Center for Responsibility and Sustainability. Curitiba, Paraná, Brazil. April 29th, 2009.

"Individual Development Plan". There were six meetings from June to November. Curitiba, Paraná, Brazil. The first meeting took place on June 4th, 2009.

2nd Management Development Plan (MDP). The MDP is structured on the principles of the National Foundation for Quality and focuses on sensitizing, integrating and developing systemic and holistic visions and strategic alignment to sustainability and training of Ethical High Performance Teams. The program was carried out in six steps in Curitiba, Paraná, Brazil. The first meeting took place on July 15th, 2009.

Creative Mutuality. Curitiba, Paraná, Brazil. September 16th, 2009. Participants: Management Committee.

AWARDS
Millennium Development Goals: 7 and 8
Global Compact Principles: 8
Principles For Responsible Management Education: 5 and 6

OZIRES SILVA AWARD FOR ENTREPRENEURSHIP

Ozires Silva Award for Entrepreneurship was created in 2006 by ISAE/FGV and RPC (Rede Paranaense de Comunicação), as a way of acknowledging entrepreneurs who promote innovative solutions to regional sustainable development.

It is an opportunity to offer entrepreneurs prominence in business and society. The name of the award is a tribute to a former minister, who was also one of the greatest Brazilian entrepreneurs, the founder of EMBRAER (Empresa Brasileira de Aeronáutica), Ozires Silva.

ISAE/FGV and RPC launched the third edition of the Ozires Silva Award for Entrepreneurship on September 25th, 2009 in Foz do Iguaçu. The Award has four categories: Entrepreneurship in Agricultural Business, Entrepreneurship in Industry, Entrepreneurship in Trade and Tourism and Entrepreneurship in Transport and Logistics. For more details visit: www.fgvpr.br/premio.

ISAE ECO-EFFICIENCY PROGRAM
Millennium Development Goals: 7
Global Compact Principles: 8 and 9.
Principles For Responsible Management Education: 3 and 5

Eco-Efficiency at ISAE/FGV

Started in 2007, ISAE/FGV's eco-efficiency project aims to gradually reduce the resource usage and the environmental impact of the institution. It also seeks to develop new attitudes that will eventually neutralize the greenhouse gases emission of the institution. Therefore, the program's main purpose is to build in ISAE an environment that contributes to the improvement of the quality of life of all the institutional stakeholders. Some of the actions undertaken by the program include the following:

1. **Reducing energy consumption** – re-adapting lighting and acoustics in the classrooms by implementing more effective solutions regarding these issues; establishing standards and policies for conscious energy usage; installing motion-activated bathroom lights.
2. **Encouraging waste recycling** – expanding the usage of recycled materials, e.g. the facade of the institution was entirely built with recycled materials; using paper boxes as draft material; maximizing the use of recycled paper (paper made from sugarcane waste); raising the amount of paper waste that is sent recycling; printing all the institutional promotion and marketing materials using recycled paper; purchasing lamp recycling equipment; installing recycling bins throughout the institution.
3. **Maximizing sustainable use of natural resources** – using rainwater to flush toilets and irrigate gardens; organizing carbon-free events; using programmable timers; promoting “raise awareness” campaigns for sustainability; encouraging students, staff, suppliers and professors to apply sustainable development concepts; using permanent mugs or cups.

4. **Disseminating eco-efficiency concepts and respect for diversity** – improving educational approaches continuously, in order to develop students in a holistic way (Perspectivação System – an exclusive ISAE/FGV learning system); encouraging student participation in activities such as Uaná Program (volunteer management consulting developed by the Center for Corporate Responsibility and Sustainability), Incubation Project (entrepreneurship enhancement project developed by the Center for Business Innovation), Personal Management for Global Achievement Campaign; addressing these issues in instructional materials and throughout the courses, as well as during seminars and lectures; promoting environmental education.
5. **Building a healthy habitat** – developing and expanding programs such as ISAE/FGV Quality of Life – VALORISAE/FGV; Gym at Work; Environmental Comfort Project; Marcantonio Vilaça Room for Culture; Landscaping.

“Wealth can still be generated today, but in a way that it benefits everybody. It is no longer possible, for instance, to explore the energy sources without renewing them”. Norman Paula Arruda Filho.



INSTITUTIONAL PARTICIPATION AND REPRESENTATION

Millennium Development Goals: 8

Global Compact Principles: 7, 8 and 9.

Principles For Responsible Management Education: 1, 4, 5 and 6

ISAE managers have promoted several initiatives such as:

- a) Establishment of membership of the institution with Curitiba's Climate Change Forum, instituted by Curitiba's City Hall, Paraná;
- b) Establishment of membership of the institution with UNIETHOS Council - Education for Social Responsibility and Sustainable Development;
- c) Establishment of membership of the institution with the Editorial Board of ISCTE/INDEG Management Journal;
- d) Participation in the development of ISO 26000 during GT Ethos;
- e) Establishment of membership of the institution with the Board of Directors of UNILIVRE – Universidade Livre do Meio Ambiente do Paraná.
- f) Establishment of membership of the institution with ACP (Associação Comercial do Paraná) Sustainable Development Executive Committee;
- g) Co-coordination of the Global Compact Brazilian Education Committee;
- h) Establishment of membership of the institution with Anprotec's (Associação Nacional de Entidades Promotoras de Empreendimentos Inovadores) Editorial and Training Councils;
- i) Establishment of membership of the institution with the Strategic Council of Christiano Becker Insitute: Innovation and Entrepreneurship in Brasília - DF;
- j) Establishment of membership of the institution with Reparte's Board and Council;
- k) Establishment of membership of the institution with Araucária Foundation Project Appraisal;
- l) Establishment of membership of the institution with the Study Group to map the Third Sector of Paraná.

- m) Establishment of membership of the institution with the Evaluation Committee of the 9th Edition of the Ethos-Valor Award – a competition for professors and students of universities on corporate social responsibility and sustainable development. São Paulo, São Paulo, Brazil.

There have been lectures delivered in partner organizations:

- "Sustainability in Times of Crisis", delivered by Norman de Paula Arruda Filho to Advertising students at Tuiuti University. March 10th, 2009;
- "Sustainability in Times of Crisis", delivered by Norman de Paula Arruda Filho to representatives of public, private and non-governmental organizations at Unilivre. April, 29th, 2009;
- "Thirasia Case", delivered by Sergio Pires Pova at the 1st International Symposium on Sustainability for Architecture and Urbanism. Curitiba, Paraná, Brazil. June 3rd and 4th, 2009;
- "Business Sustainability", delivered by Norman de Paula Arruda Filho at Portonave, Inc. – Terminais Portuários de Navegantes for the Going on Board of Knowledge Program. Navegantes, Santa Catarina, Brazil. July 29th, 2009;
- "Global Corporate Responsibility – Brazilian Context" delivered by Ligia Coelho Martins at Audencia School of Management. Nantes, France. September 17th, 2009.
- "Forum on Management for Sustainability" delivered by Ligia Coelho Martins at the 55th JCI Brazil National Convention. Curitiba, Paraná, Brazil. October 10th, 2009.

OTHER INSTITUTIONAL INITIATIVES

Millennium Development Goals: 7 and 8

Global Compact Principles: 8 and 9

Principles For Responsible Management Education: 4, 5 and 6

RECOGNITION

Recognition is in form of tributes and partnerships with national and international renowned institutions.

- February 11th, 2009 – ISAE/FGV superintendent, Norman de Paula Arruda Filho, receives Plaque of Appreciation for his support to the 2009 Social Responsibility Award from Federação das Associações Comerciais do Paraná (FACIAP).
- March 16th and 17th, 2009. – Raymond D. Smith, Executive Education director at Moore School of Business (University of South Carolina, USA), visits ISAE/FGV to strengthen the partnership between the two institutions, especially regarding sustainability issues.
- May 2009 – ISAE/FGV formalized the partnership with Audencia School of Management (Nantes, France). This partnership aims to establish research projects, improve education and produce collaborative publications, contributing further to global responsibility in education.
- May 27th, 2009 – Signature of the Technical Cooperation Agreement between ISAE and Federação das Empresas Juniores do Estado do Paraná (Fejepar) and AIESEC in Curitiba. This document seeks mutual cooperation between the parts for the development of proposals for Social Responsibility Indicators and Sustainability to the junior companies and AIESEC local committees.

- June 11th, 2009 – ISAE/FGV formalized partnership com George Washington University in Washington, USA, aiming the generation of collaborative attitudes on research. The partnership also seeks to develop educational publications to refine the institutional contributions to advance education internationally.
- August 10th, 2009 – Thomas J. Dowling, USA Consul and a career diplomat of the United States since 1983, visits ISAE/FGV. Over 20 years after the last time he had stayed in Brazil, the recently nominated Press, Education and Culture Consul of the US General Consulate in São Paulo returned to Brazil to do “diplomacy that approaches people”.
- October 10th, 2009 – Signature of the Technical Cooperation Agreement between ISAE and the company Tátil Design, aiming mutual cooperation between both institutions to develop common projects and programs, especially related to research and development of the Biobusiness theory.
- November 11th, 2009 – ISAE/FGV takes part in the Regional Center for Integration and Expertise, which promotes Education for Sustainable Development and belongs to the International Network of the RCE (Regional Center of Expertise) led and guided by the United Nations University (UNU) and UNESCO.
- November 25th, 2009 - ISAE/FGV and Fundação Alexandre de Gusmão – FUNAG, have signed a technical cooperation agreement to promote and increase activities in international relations field. FUNAG is part of International Relations Minister of Brazil.

CONCLUSION

As an academic institution, ISAE/FGV has increasingly focused on the development of globally responsible leaders, settled on the ethics of relationships and inspired by the challenges of Innovation and Corporate Sustainability, which are the North to which we turn to with intense determination.

More than just determined, we are certain that our guiding concepts for Responsible Management Education have contributed with the formation of new generations of leaders, both corporate and institutional, ready for the noble task of relocating people and organizations at our present, providing them with concepts of innovation and sustainable development in order to design our future.

Globally responsible leaders are value generators. They value people, companies, their brands, their actions, and their relationships, as well as the environment and its resources. They generate value and also value themselves as intellectual capital on which organizations with vision will certainly invest.

All the initiatives taken by the ISAE/FGV demonstrate that it is not always easy to put our plans into practice, but giving the appropriate importance to that subject, and especially to the benefits of adopting this model in relation to the Millennium Development Goals, the Principles of the Global Compact and the Academic Principles of the Global Compact – the Principles for Responsible Management Education (PRME) is the right path to build a more harmonious and sustainable world.

Responsible is who responds. Responsible Management Education is our response to the future.