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FUNDAÇÃO GETULIO VARGAS
INSTITUTO SUPERIOR DE ADMINISTRAÇÃO E ECONOMIA

THE GLOBAL COMPACT
WE SUPPORT
PRME

COMMUNICATION ON PROGRESS
SHARING INFORMATION ON PROGRESS
MILLENNIUM GOALS

2011

Message from the CEO

Dear Reader,

In more than ten years of the Global Compact and four years of the PRME, we have witnessed the evolution corporate sustainability has performed in the most diverse market segments. Brazilian organizations have already begun to give examples of best practices in the implementation of corporate responsibility values and principles at strategic level.

In this scenario, Rio+20 comes with the promise to be the main event of the 2012 sustainable agenda. In June, the main heads of state of the world, business and academic institutions, NGOs and civil society representatives will discuss the construction of a new economy that can be both clean and inclusive.

Two decades after Eco 92, it is great to see that we no longer focus only on the 'green' side as a critical point in this process. We know that the economic and social pillars are essential for transformations to actually happen. Moreover, we understand the great challenge is to focus efforts on changing the mental model inherent to any process involving sustainability.

Thus, the educational sector represents an important vector. We train citizens, entrepreneurs and governors. We educate professionals for the labor market – and they deal with the changes of the long awaited Green Economy. Our role is of first importance, since principles and values, when consolidated, do not change according to dollar fluctuation or inflation.

The new economy will only happen if there is genuine will to do so. This awakening is conditioned to the changing of the actual mass educational model – from basic education to business schools. Education shall be customized and promote individual characteristics, encouraging the reflection that will result in new behaviors, from the perspective of everyones's responsibility to the future. Our Communication on Progress 2011 reveals this position that today is part of ISAE's soul – an institution that recognizes its responsibility to the world.

Wish you all a good reading!

Norman de Paula Arruda Filho
CEO – ISAE/FGV

ISAE/FGV

Our Mission

To contribute to sustainable development by promoting personal, corporate and social evolution through innovating, generating, encouraging and disseminating knowledge on management.

- 16 years of activity
- More than 15,000 trained professionals
- 19 international partners in 6 countries
- Signatory of the Global Compact
- Signatory of the PRME
- Signatory of the Anti-Corruption Pact

Governance

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, focusing on the institute's sustainability.

Guiding Principles

The principles guiding ISAE/FGV's actions are: **Sustainability, Ethics, Governance, Leadership, Entrepreneurship and Innovation**. The descriptions of these principles are published in a formal document which is regularly disseminated to the internal public, under the coordination of the Education 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 directors and employees perceive corporate responsibility. 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 training business leaders.

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

CLADEA

ISAE/FGV is a member of CLADEA – Latin American Council of Business Schools, an organization that brings the most important business schools in the world together. The international organization offers a system of cooperation at global level and maintains links with leading academic institutions. CLADEA has over 140 affiliate colleges in Latin America, North America, Europe and Oceania. All of them are higher education institutions dedicated to education and research in the field of public and private administration.

EFMD

ISAE/FGV became a member of EFMD – European Foundation for Management Development, a global organization dedicated to the continuous development of management, which also directs certification programs such as CEL (Technology Enhanced Learning), EPAS-EFMD Programme Accreditation System, EQUIS (the world's leading international accreditation for business schools) and CLIP (Corporate Learning Improvement Process). EFMD has over 760 members from 80 countries, playing an important role in the development of an international approach for education management. It a source of information, network research and debate on innovation and best practices.

The 10 Global Compact Principles

ISAE has been a signatory of the UN Global Compact since 2004. The Global Compact is an initiative developed by former UN Secretary-General Kofi Annan that aims at mobilizing the international business community to adopt, in their business practices, internationally accepted values in the areas of human rights, labor, environment and anti-corruption, which are reflected in 10 principles.

Human Rights

1) Businesses should support and respect the protection of internationally proclaimed human rights; and
2) Make sure that they are not complicit in human rights abuses.

Labor

3) Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4) The elimination of all forms of forced and compulsory labor;
5) The effective abolition of child labor; and
6) The elimination of discrimination in respect of employment and occupation.

Environment

7) Businesses should support a precautionary approach to environmental challenges;
8) Undertake initiatives to promote greater environmental responsibility; and
9) Encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10) Businesses should work against corruption in all its forms, including extortion and bribery.

Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) arose from a UN Global Compact initiative to encourage higher education institutions to act responsibly and in accordance with a set of values internationally accepted as fundamental to achieving sustainability. ISAE participated in the task force to create these guidelines in 2006. Since then, the institution has worked on best practices to implement the principles, involving its sphere of influence and working on shifts.

Principle 1. Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2. Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3. Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4. Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5. Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6. Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Millennium Development Goals

In 2000, 189 UN-member countries, including Brazil, gathered at the Millennium Summit, committed themselves to building a more peaceful, prosperous and just. To do so, eight Millennium Development Goals (MDGs) have been defined, which are part of the ISAE business strategies for the development of a more just, inclusive and equitable society.

8 WAYS TO CHANGE THE WORLD

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality rates
5. Improve maternal health
6. Combat HIV/AIDS, malaria, and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

ISAE Sustainability Matrix

Project/Program/Policies/Initiatives	Global Compact										PRME						MDG							
Governance																								
Managers Committee	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Guiding Principles / Axes	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Values	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Global Executive Education																								
International Actions	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
International Program in Project Management	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Doing Business in Brazil	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
International Partnerships	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Leadership and Entrepreneurship																								
Ozires Silva Chair – Sustainable Entrepreneurship and Innovation	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Ozires Silva Entrepreneurship Awards	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Unesco Chair – Responsible Education	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Entrepreneurship and Innovation Forum	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Innovation																								
Business Innovation Center	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Social Research: Global Entrepreneurship Research Association	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Incubated Companies	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Publications	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Responsible Education																								
Perspectivaction Educational Model	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Change in MBA Curricula	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Course Conclusion Works	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Global Business Administration	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
International Meeting of Education and Sustainability	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Scientific Research Center	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Socio-environmental Responsibility																								
Uaná Program	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Project – Technology for PVC Furniture	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Intern Volunteers	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Ecoefficiency Project	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Solid Waste Management Plan – PGRS	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Greenhouse Effect Gas Inventory	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Eco-Relations: Sustainable Group Project	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Eco-Relations: Environmental Education Workshops	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Eco-Relations: Ecological Footprint Project	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Eco-Relations: Dialogues	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Eco-Relations: Sustainable Negotiation Workshop	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Internal Campaign: Maximum Quality Zero	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8

Internal Campaign: Maximum Quality Zero Waste	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Internal Campaign: Solidarity is the Business	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Internal Campaign: Magical Lollipop	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Bibliographic Research: Communication as a Strategic Process for Sustainability	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Case Study: Cultivating Good Water Program	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
ISAE Agenda RIO+20	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Sustainability in Focus Project	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Project "Your Book Around the World"	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Focus Group – What are the needs of business education?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
3º Paraná HR Benchmarking	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Sustainability Office	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Paraná Strategic Thinking Center	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Valuing People																								
People Management	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Ethics and Conduct Code	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Young Apprentice Program	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Training and Development	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Benefits	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Internal Customer Satisfaction Survey	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Competence and Performance Assessment	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Internal Communication	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Quality of Life	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Dialogue																								
Communication with Stakeholders	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Sustainability Portal	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
ISAE Brasil TV	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Perspective Magazine	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Sustainability-related Events	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8
Lectures given by ISAE Representatives	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	1	2	3	4	5	6	7	8

Global Executive
Education

International Actions

The International Action Center promotes integrated actions developed by ISAE/FGV in partnership with other national and 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 2011 include:

International Program

ISAE/FGV took 21 Brazilian executives to take a course on Project Management at George Washington University (GWU), which is acknowledged as the best university in the United States in the area of Project Management. GWU is a PRME signatory school. The 3rd edition of the International Module on Project Management – held in partnership by FGV and George Washington University – happened from August 9 to 18, with the participation of people from all over Brazil.

The module aims to provide participants with what is most advanced in Project Management. It offers an international experience with solid academic content in the area, besides networking with professionals from all over the Brazil and the world.

The group was led by Sergio Póvoa Pires, from ISAE/FGV International Action Center, and by Professors Pedro Carvalho de Mello and Wanderlei Marinho da Silva, both from FGV. It was formed by 21 Brazilian executives from the companies Embraco, Foxlux, Volkswagen, Andrits Brazil, ALL, Siemens, among others. Students participated in an extensive program of classes and had technical visits to locations such as NASA, Architects of the Capitol, Word Bank Group International Finance Corporation and the Dulles Metrorail Corridor Project.

GWU International Program Graduation, USA, September 2011

Doing Business in Brazil IX – A Brazilian Cross-Cultural Program

Doing Business in Brazil is a seven-month interchange program created by ISAE/FGV. It is divided in two phases. In the first phase, students have full time Portuguese classes. In the second, they attend classes and seminars on various topics related to the Brazilian corporate world. These activities set a great opportunity for foreign students to interact with Brazilian students and executives.

In January 2011, the 9th edition of the program received 14 students from the Moore School of Business – University of South Carolina (USC) – one of the most important business schools in the Unites States. Students come to Brazil to learn the Brazilian way of doing business. In order to learn the Brazilian way of doing business, participants had Portuguese lessons, lectures and internships. The actions included the participation of Ricardo Dellaméa (who gave a lecture to the students) from Advisory Board at Sebrae/PR, the Coordinator of the ISAE/FGV International Actions Center, Sergio Pires, besides teachers and the Administrative Manager at Inter Americano English School, José Miquelam.

Moore School of Business students at ISAE/FGV – Allwardt, Melissa Alvarado, Nikola Quisenberry Budisavljevic, Christopher Cody, Benjamin Covar, Blair Deckard, Anastasia Feofanova, Hysong Benjamin, Jessica Jordan, Meghan Lynch, Aaron McCullough, Matthew Molony, Moon John, Juan Rubio, Kara Shanahan (Jan. 2011)

For more information visit: http://doingbusinessinbrazil.blogspot.com

International Partners

Leadership and Entrepreneurship

Ozires Silva Entrepreneurship Award

The Ozires Silva Sustainable Entrepreneurship Award was created in 2006 by ISAE/FGV and Grupo Paranaense de Comunicação (GRPCOM) as a way to recognize entrepreneurs who promote innovative solutions to sustainable development.

LEADERSHIP AND ENTREPRENEURSHIP Ozires Silva Entrepreneurship Award	
Millennium Goals	2, 8
Global Compact Principles	1, 7, 8, 9
PRME	1, 3, 5, 6

The award is a tribute to former Minister Ozires Silva, founder of EMBRAER (Empresa Brasileira de Aeronáutica) and a major exponent of Brazilian entrepreneurship.

In 2011, the 4th edition of the Award had the support from Curitiba Cultural Foundation. More than 300 people were present, and among the guests were representatives of public authorities and companies such as Sanepar, Itaipú, Unopar, Forplas, among others.

62 projects were selected under the following categories: Trade and Tourism, Agribusiness, Transport and Logistics, Cultural, Civic and Public, Industrial.

Prêmio Ozires Silva
de Empreendedorismo
RPC - ISAE / FGV

Responsible Management Education Chairs

In order to contribute to the sustained development of Brazil, ISAE proposes Chairs Projects to expand its teaching, research and extension activities, converging efforts with Brazilian and international universities and business schools, companies, the third sector, governments and civil society in general.

LEADERSHIP AND ENTREPRENEURSHIP Chairs	
Millennium Goals	2, 8
Global Compact Principles	1, 7, 8, 9
PRME	1, 3, 5, 6

This is our role in the construction of a new civilizing model. We need to create more practices, new initiatives and innovative educational models that can effectively contribute to awareness raising, training and engagement of leaders who will be the protagonists of the expected changes.

On the origin of the word Chair is a chair placed on a high plane, on which the medieval university professor taught. As a project, it is a contract position, permanent in nature, for teaching and research in a particular scientific discipline at a university and its coordination.

A Chair can be created as a new unit of teaching and research at a higher education university or institution, or within departments of a University to promote teaching and research programs that already exist in a given area of knowledge, thus acquiring an international dimension.

Ozires Silva Chair of Sustainable Entrepreneurship and Innovation

The Ozires Silva Chair of Sustainable Entrepreneurship and Innovation was launched in Curitiba, Paraná, on February 8, 2011, during the award ceremony of the fourth edition of the Ozires Silva Sustainable Entrepreneurship Award, commemorating ISAE/FGV's 15th anniversary. The Chair is in honor to Dr. Ozires Silva, renowned personality in Brazil and worldwide, with regard to the topics of entrepreneurship and innovation.

We cannot see these problems as impediments, but ask ourselves what we can do to improve our reality. Brazil is a wonderful country and this kind of initiative is very important to encourage businesses and professionals.

Ozires Silva, 2011

The official ceremony launching the Chair, during the Ozires Silva Award with some of its partners

The overall objective of the Chair is to be a center of reference in entrepreneurship and innovation, disseminating this culture. It aims to develop in people an entrepreneur profile for them to build, lead and implement the creative process of elaborating new plans for life, work, education and business. The Chair will also study the influence of public policies in the spheres of resources, greater incentives to education and other initiatives.

Specific Objectives

- Intensify the joint cooperation of Latin American countries to organize academic activities, conferences, workshops, lectures, among others
- Encourage the participation of students and faculty in programs developed by the partner institutions and universities, Brazilian or foreign, fostering the discussion of themes and content in various academic disciplines
- Encourage the participation of employees and other stakeholders from partner institutions and other interested organizations in programs, courses and events developed by the Chair or its partner institutions, fostering the discussion of themes and contents
- Organize courses and seminars in the knowledge fields of the entrepreneurship and innovation cultures
- Encouraging cooperative work through the mutual use of research centers and institutes, libraries and archives, exchange of bibliographic and research collections, co-editions and exchange publications
- Encourage the formation of entrepreneurial and innovative culture by integrating business and academic environments.

The Ozires Silva Chair of Sustainable Entrepreneurship and Innovation consists of a program of research, teaching and experience sharing, developed and implemented every semester by Brazilians and foreign researchers, professors, entrepreneurs and personalities of proven competence and interest in issues related to entrepreneurship and innovation. The program will seek to promote the development of relevant activities, through systematic study of the economic, cultural, historical and political realities of Brazil and Latin American countries.

Thematic Axes

The Chair actions are aligned into axes related to the topics entrepreneurship and innovation. The first thematic axis that is being studied is 'The internet as a frontier of potentiality for entrepreneurship and innovation'.

Indicators in 2011

Some indicators were established for the first year of the Ozires Silva Chair initiatives:

Indicators	Accomplished
Number of events (forums, seminars, lectures, conferences, workshops, etc.)	Two events: - International Meeting of Education and Sustainability (September 13-14, 2011) - Entrepreneurship and Innovation Forum (November 17, 2011)
Number of participants in events	- International Meeting of Education and Sustainability: 500 people - Entrepreneurship and Innovation Forum 2011: 700 people
Number of publications (theses, monographs, dissertations, papers, among others)	One article: - 'Crowdspirit', written by Ricardo Dellaméa

UNESCO Chair in Ethics and Responsible Education for Sustainable Development and UNITWIN Network

Educational institutions have an important role in the changes we expect to see in society. They form people and raise awareness, having an end product (the student/entrepreneur) that takes their experience to the organizational reality. Recognizing the importance of the role of universities in developing countries, the existing cooperation networks between universities can be narrowed and developed with the support of UNESCO Chairs Program.

The UNITWIN Networks and UNESCO Chairs Program has the main objective to educate through the exchange of knowledge and the spirit of solidarity between developing countries. Hundreds of universities participate in the program, along with institutions in general, governmental and non-governmental organizations related to higher education. Currently, the program involves about 500 Chairs and Interuniversity Networks. In Brazil, UNESCO is responsible for 25 chairs implemented in conjunction with prestigious higher education entities.

ISAE recognizes the value of this powerful network, having established the UNESCO Chair of Ethics and Responsible Education for Sustainable Development, which aims to be a centre of excellence in the area of Responsible Management Education for Sustainability by training leaders and managers capable of creating a fairer market for society as a whole. The Chair is awaiting the UNESCO approval to initiate its activities.

Objectives

1) Create a master's degree in the area of responsible management and corporate sustainability
2) Consolidate the Chair into a center of excellence in research in the area of responsible management and organizational sustainability with at least 10 projects in progress
3) Train 4,000 people through short and medium-term courses on responsible leadership, sustainable development and related areas
4) Consolidate a network of institutions with at least 30 participants – academies, companies, governmental institutions and third sector organizations.

Entrepreneurship and Innovation Forum

The Ozires Silva Chair of Sustainable Entrepreneurship and Innovation and the Pro-Entrepreneurship Educational Network (REPE) realized the Entrepreneurship and Innovation Forum 2011 (November 16), which discussed the implementation of the entrepreneurial culture for different educational levels at institutions in Paraná.

RESPONSIBLE EDUCATION Entrepreneurship and Innovation Forum	
Millennium Goals	2, 8
Global Compact Principles	1, 7, 8, 9
PRME	1, 3, 5, 6

Education and entrepreneurship are not a privilege of educational institutions. Everyone needs to contribute to the cause.

Norman de Paula Arruda Filho

The entrepreneur alone does not undertake. They need the stimulus of success. Therefore, it is necessary for everyone to engage and create a favorable environment to innovation.

Ozires Silva

The event was held in the Federal University of Paraná (UFPR) Rectory Theater and gathered authorities such as ISAE/FGV's CEO, Norman Arruda, the Rector of UFPR, Zaki Akel, and Tecpar's Director-President, Julius Felix. The meeting agenda included presentations of cases from the UFPR Entrepreneurship and Innovation School of Palotina the Coca-Cola's Collective Project on Social Business.

REPE

ISAE became a member of the Pro-Entrepreneurship AND INNOVATION Educational Network (REPE) in October 2011. The network aims to stimulate the entrepreneurial culture for different educational levels at institutions in Paraná. The network – which is formed by various institutions from Paraná – promotes the debate about the need for thematic discussion, with a view to the effective implementation of the discipline of Entrepreneurship in undergraduate and postgraduate courses, seeking to transform Paraná in a centre of reference on the subject.

Innovation

Business Innovation Center

Created in 2001, the Business Innovation Center (CIEM) was the first Project Incubator in Brazil in the field of services. The objective is to advance the generation of innovation with products and services and by improving business management, technical and technological assistance.

INNOVATION Business Innovation Center	
Millennium Goals	7, 8
Global Compact Principles	7, 8, 9
PRME	4, 5, 6

Social Research

Among the strategic actions of the Business Innovation Centre in 2011 is the participation in the Field Research led by the Global Entrepreneurship Research Association (GERA). The research can be considered unique, because while most data on entrepreneurship measures new and small businesses, the Global Entrepreneurship Managemet studies in detail the behavior of individuals with respect to creating and managing new businesses.

The worldwide research program Global Entrepreneurship Monitor (GEM) is an annual assessment of the national level of entrepreneurial activity. It began in 1999 with the participation of ten countries, from a partnership between the London Business School, in England, and the Babson College, in the USA. Currently, GEM is the largest ongoing study on entrepreneurial dynamics.

Main Results

- Incubation and graduation of 38 enterprises that now operate in the market
- Associations and partnerships with various organizations, including Paraná Science and Technology Secretariat (SETI), Paraná State Network of Incubators and Technology Parks (REPARTE), Federal Technology University of Paraná (UTFPR), Araucária Foundation, Brazilian Association of Entities that Promote Innovative Enterprises (Anprotec).
- Generation of over 140 technology-based jobs
- 112 lectures given on topics such as entrepreneurship, innovation, development of sustainable enterprises, generation of products and processes, project management, partnerships, etc.
- In 2010 the incubated company Foresee Solutions launched the Com8s software, designed in the ISAE/FGV incubator for the educational market, with the objective to create a functional collaborative net between professors and students
- In 2010 the incubated company Province Saúde implemented the pilot project Occupational Health Program at ISAE.

Examples of incubated companies:

Province
Organization that offers consultancy, training and development of human resources and develops information systems for the health area.

MH International Trade Resources
The company specializes in the internationalization of micro and small enterprises and development of an exportation consortium for a craftsmen network to enable large scale production, with the objective to sell sustainable products for corporative clients.

ISAE and its Incubator took part of the Global Entrepreneurship Week, which aims to inspire, guide, connect and mobilize people in order to awaken their entrepreneurial attitude.

Publications

Lopes, Regina. *PVC Mobilier Pour L´Indépendance Et L´Inclusion Sociale des Enfants Souffrant de Troubles Neuromoteurs*. International Education Congress AFIRSE. Paris, France, 2011.

Mendes, Lucia. *Proposta de Criação de Cooperativas Comunitárias para Construção de Mobiliário em PVC para Crianças com Distúrbios Neuromotores – Foco na Sustentabilidade*. Global Forum Latin America. Brazil, 2011.

Mendes, Luiz Claudio. *Cooperativa Comunitária para Construção de Mobiliário em PVC – Foco na Sustentabilidade. Revista LOCUS Científica*. Brazil, 2011

Mendes, Luiz Claudio. *Mobiliário em PVC para Independência e Inclusão Social de Crianças com Distúrbios Neuromotores – Foco na Sustentabilidade e na Inovação*. ANPROTEC Seminar. Brazil, 2011.

Hospital Costs Index

ISAE/FGV and Paraná Medical Association have developed an innovative project in Brazil on Hospital Cost Index, covering remuneration model and supplementary health contractualization, marketing fee for medicines in hospitals and clinics, migration of margins, and the Qualification/Accreditation Program – ANS Public Consultation.
Location: AMP
Date: March 31, 2011

Responsible Education

Perspectivaction Educational Model

Perpectivaction is a hybrid learning model created by ISAE/FGV in 2003 that has been developed in educational programs in the institution. This educational model offers the possibility for students to broaden their framework of references with activities throughout the MBA course.

RESPONSIBLE EDUCATION Perspectivaction	
Millennium Goals	7, 8
Global Compact Principles	1
PRME	1, 2, 3, 4

In each proposed activity the student goes through the process of experimentation, from which it is possible to move forward by developing new skills, changing attitudes and extending or discovering new possibilities. All Perpectivaction activities are designed to meet the Global Compact Principles and the PRME.

The system has 13 programs that advance several techniques and strategies to improve personal and professional skills, in order to form citizens concerned with the society's sustainable development. This system is recognized for its capacity to connect theory and practice and also for the contribution to the development of a systemic vision of the corporate environment.

MBA Curricula Change

Besides implementing transversality through its guiding principles (ethics, sustainability, leadership, governance, innovation and entrepreneurship), ISAE has included subjects related to leadership with responsibility and corporative sustainability in all MBA programs. These courses are organized according to the following cognitive axes:

RESPONSIBLE EDUCATION Curricula	
Millennium Goals	7, 8
Global Compact Principles	1–10
PRME	1, 2, 3, 4

- **Specific axis:** Innovation, Corporate Governance, Ethics, Social Responsibility and Sustainable Development
- **Strategic axis:** Leadership, People Management and Entrepreneurship
- **Experimentation Axis:** PerspectivAction System activities.

Course Conclusion Works

ISAE/FGV encourages students to produce articles and course conclusion works involving the issue of responsible management education, focusing on sustainability and corporate social responsibility.

RESPONSIBLE EDUCATION Course Conclusion Works	
Millennium Goals	8
Global Compact Principles	7, 8, 9
PRME	1, 2, 4

Table 1 - Production of course conclusion works in ISAE/FGV MBA courses 2009-2011 on topics related to sustainability and global responsibility

Subject	Presented Works				
	2008	2009	2010	2011	TOTAL
Corporate Responsibility and Sustainability	17	13	20	27	67
Corporate Governance		2	6	8	16
Social Policies		2	2	3	7

Source: ISAE/FGV

Global Business Administration

Short courses related to the subject of Sustainability and Corporate Responsibility offered in 2011 were:

RESPONSIBLE EDUCATION Global Business Administration	
Millennium Goals	8
Global Compact Principles	1, 3, 10
PRME	2, 3

1. Environmental Licensing (24h), Professor Cleverson Andreoli, April 2011
2. Carbon Market (8h) - Professor Julien Dias - May 2011
3. Environmental Impact Assessment and Environmental Impact Report – EIA/RIMA (24h) - Professor Cleverson Andreoli, August 2011.

Postgraduate Studies in Renewable Energy

ISAE/FGV has developed a postgraduate program in Renewable Energy with emphasis on Biogas. The course has the following objectives:

- To identify and analyze principles, policies and practices that focus on the use of renewable energies, especially on the utilization of farming and agribusiness waste;
- To train professionals from cooperatives to develop projects of renewable energy generation with emphasis on Biogas
- To discuss the process of generating renewable energy, comprehending the energy system connection, distributed generation and Biogas.

The first group started on August 5, 2011, and consists of various cooperatives and the Itaipu Technological Park (PTI).

International Meeting on Education and Sustainability

ISAE, in partnership with the Latin American Council of Business Schools (CLADEA), promoted the International Meeting on Education and Sustainability. The event, held on September 13-14 at the Museum Oscar Niemeyer, in Curitiba, had guests from leading Brazilian companies to discuss the relation between education and sustainability.

RESPONSIBLE EDUCATION International Meeting on Education and Sustainability	
Millennium Goals	8
Global Compact Principles	1
PRME	1, 5, 6

The meeting was highlighted by the presence of Jonas Heartle, Head of the Principles for Responsible Management Education (PRME) secretariat of the United Nations Global Compact Office.

During the event, various Brazilian educational institutions and companies have become signatories to the principles. The following organizations presented the adhesion documents in hands to Jonas Heartle: Federal University of Paraná (UFPR), Federal Technology University of Paraná (UTFPR), Positivo University, Unibrasil, Uninter Group, Itaipu, Secretary for Strategic Affairs (SEAE), Free University of Commerce from Paraná Commercial Association (ACP), Paraná Administration Council, Technology Institute of Paraná (TECPAR), SEBRAE Paraná, FGV Brazilian School of Public and Business Administration, Santa Cruz College, SENAI Paraná, Integrated Solutions in Educational Technology (SITE), Professors and Consultants Group (GPCON), Brazilian Institute of Postgraduate Studies and Extension, and Global Marketing Network.

Scientific Research Center

The Scientific Research Center aims to promote, organize and disseminate the scientific output from students, professors and other ISAE partners. The center seeks to encourage ethical and entrepreneurial behavior based on the Global Compact Principles and responsible corporate management, in order to connect theoretical and scientific knowledge to social and business demands

RESPONSIBLE EDUCATION Scientific Research Center	
Millennium Goals	7, 8
Global Compact Principles	1
PRME	4

Among other opportunities at the Research Center, the following stand out:

- Participation in scientific research on the Global Compact principles
- Participation in research groups registered at CNPQ – Brazilian Research Council
- Possibility to present works in Brazilian and international events

Publication in Paraná Cooperativo Magazine

2nd Edition:

Economically Sustainable Management Alternatives for Legal Reserves in Member Areas of the Agraria Agroindustrial Cooperative. Students: M MBAGEC INC AGRA GA 107, Emerson Milla, Gustavo Küster, Harald Peci, Paulinek. Kuster, Sandra Remlinger. Advisor: Denise Basgal.

Online Producer: Internal Marketing. Students: MBACOPACOL 1/08, Gilmar Heinzen, Lenir Jasper de Paula, Luciane Cristiana Roessler da Cruz, Luiz Carlos Adami, Valderi Carlos Roessler. Advisor: Denise Basgal.

The Challenges of Family Succession. Students: MBACOPACOL 1/08, Aparecido Antonio Rigobello, Aparecido Laertis Galli, Darci Mezzari, Edicarlos Grizotto de Oliveira, Luiz Antonio Della Valentina. Advisor: Denise Basgal.

Investment Decisions and Risks in the Environment of Cooperatives. Students: MBAGPJ INC SESCOOP 1/09, Edson Guilherme, Jorge Osawa. Advisor: Mário Luiz Sampaio Pereira.

Negotiation Practices of Projects in Credit Cooperatives. Students: Ana Paula Corrêa, Luiz Fernando Woellner, Maria Otilia Carneiro Bronislawski. Advisor: Mario Luiz Sampaio Pereira.

A Reflection of Management Practices of Cooperative Projects in Paraná State. Students: MBAGPJ INC SESCOOP 1/09, Alex Kayser, Gilmar José da Silva Pinto, Liliane Carolina O. G. Dunetz, Luiz Augusto Tomczck, Maria Emília Pereira Lima. Advisor: Mário Luis Sampaio Pereira.

3rd Edition:

Reverse Logistics of Lubricants Packages. The Cooperativa Agrária case. Students: POSGEAGRO INC AGRARIA GA 1/10, André Regis Adams, Douglas Kreuscher, João Maria Carvalho, Valdecir de Moraes, Walter Galvan. Advisor: Fredy Silva.

Obstacles Faced in the process of Quality Management Implementation and Continuity in Rural Properties. Students: Camila Illich, Evelyne Leh Klein, Manuela Korpasch, Margret Wild, Mireille Gartner Maroso. Advisor: Fredy Silva.

Impact of New Generations in the Future of Corporate Management. Students: POSGEAGRO INC AGRARIA GA 1/10, Aristides Anastácio Neto, Ayrton Guilherme Garozi, Djalma Lucio de Oliveira, Leonardo Marcello Lucas, Silvio Carlos Lopes. Advisor: Denise Basgal.

Study for Installation of a Laboratory for Soil and Foliar Analysis – COAMO. Students: MBAGESAGRO INC COAMO 1/09, Adir Pereira Lopes, Fernando Borba, Paulo Nicolau Mocci, Valdemir de Paula Barbosa, Vanilton de Nez Pereira. Advisor: Denise Basgal.

Publications

For the International Congress of Administration, which had the subject "Strategic Management: Collaborative Innovation and Competitiveness", ISAE students contributed with the following publications:

Microcredit and the Financial Economic Development of Enterprises Benefited by the Social Bank Program. Students: MBA GFCA – Curitiba, Ana Paula Prestes, Eduardo Soares Westphalen, Fernando Augusto Mazon. Orientador Osvaldo Callegari.

History-Based Budgeting and Zero-Based Budgeting – a Case Study. Students: MBA GFCA – Londrina, Eduardo Tanno, Gilberto Cordovil de Almeida Filho, Marco Antonio de Oliveira, Osmar Martins Hiroki.

Social-environmental Sustainability

Responsibility and Sustainability Center

Created in 2001, the Responsibility and Sustainability Center is a space for reflection, discussion and exchange of experiences between actors involved in the development of a culture committed to the concepts of global responsibility and sustainability. With the purpose of generating and disseminating knowledge on responsible management, it promotes ethical management of relationships with the institute's stakeholders, developing actions in the fields of Education, Research and Communication.

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Responsibility and Sustainability Center	
Millennium Goals	1, 2, 7, 8
Global Compact Principles	1, 3, 6, 8
PRME	4, 5, 6

Uaná Management Volunteer Program

Since 2003 the Uaná Program, which is coordinated by the Responsibility and Sustainability Center, has been engaging ISAE/FGV students, graduates, professors and collaborators to socially responsible development. The name Uaná – which in Tupi-Guarani means 'firefly' – summarizes the institute's proposal: to bring the light of knowledge to third sector organizations and micro-entrepreneurs that have difficulties in managing their businesses.

The initiative, which is recognized by the United Nations Educational, Scientific and Cultural Organization (UNESCO), aims to contribute to poverty eradication and promote an environmentally sustainable and socially fair economic development.

In 2010 the Program Uaná started a partnership with the RPC Institute, which – through the Portal "Services and Citizenship – Free Services Channel" – offers consultancy in communication and management to nonprofit organizations that promote social inclusion and citizenship. This initiative aims to help improve the management and sustainability of nonprofit organizations at the same time it spreads the culture of social responsibility in Paraná.

On November 7-8, in partnership with the GRPCOM Institute and Aliança Empreendedora, ISAE/FGV promoted the workshop 'Inspiration, investment and Impact'. The objective was to train NGO representatives to mobilize partners and generate resources.

The program is acknowledged by UNESCO, the Extraordinary Ministry of Food Safety and the Curitiba City Hall. For more information, visit: http://programauana.blogspot.com.

Organizations assisted by the Uaná Program in 2011

MarBrasil Association – Non-profit NGO located in Pontal do Sul, Paraná, which is committed to finding solutions to harmonize the development of the coast of Paraná and Brazil. It develops projects to promote and rescue the coastal culture, provide support to formal education, advance environmental awareness and education, conservation and sustainable management of marine resources along the Brazilian coast.

Potential Development Organization: Located in the Vila das Torres community in Curitiba, the NGO aims to get children off the streets and teach them their value to society. The organization offers activities such as school reinforcement, computer classes and access to the community library.

Blind Elder House Institute – NGO that houses the blind, forgotten or left alone by their families

Encontro com Deus Benevolent Association: In the Cajuru neighborhood, the Association carries out extra-school activities for 60 children daily. They also manage two casas-lar giving shelter for mothers and children who are in situations of vulnerability, victims of domestic violence, to promote their integration into society.

Hope Support Center – Organization that develops care, psychological and social activities for low-income people to conduct cancer treatments in hospitals of the city of Londrina, Paraná.

Ecometrópole Institute: The organization was created to develop and implement the program Ecometrópole, which was designed in a multi-institutional way by various entities. It is governed with the commitment to sustainable development, to engage society in the management of urban spaces.

NGO E-Lixo: the organization receives electronic waste and forwards it to the manufacturer, preventing soil contamination. Among materials received are computers, appliances, calculators, radios and televisions. Many of these components are reused and donated to other institutions.

Uaná Program Volunteers from Londrina gathered in December for a reunion lunch. On the occasion, they had the opportunity to see ongoing projects from organizations they have helped and to exchange experiences on the initiatives. Among achievements in 2011, we highlight the following: the work carried out at Centro de Apoio Esperança – Consultancy in People Management, by voluntary Thaís Bruschi; the development of a Management Information Program, by volunteer Ediclei Garcia; and the Consultancy in Fundraising Management, by volunteer Nei Domiliciliano. Another organization helped in 2011 was the NGO E-lixo – volunteers Shigueru Taniguti Junior and Maíra Gagg recently started to develop the Strategic Planning to organize the recycling of electronic waste.

Technology Transfer Project for PVC Furniture

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.

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Technology Transfer Project for PVC Furniture	
Millennium Goals	1, 3, 4, 7, 8
Global Compact Principles	7, 8, 9
PRME	3, 5

The project is part of the program University Without Borders from the Paraná Secretary of Science, Technology and Higher Education. The objective is to train a group of low-income people to manage and produce PVC furniture adapted for children with neuro-motor dysfunctions, thus contributing for income generation and regional development.

Cooperativa de Mobiliários Adaptados em PVC

Project Results in 2011
30 pieces of furniture built and delivered to children with cerebral palsy
5 furniture construction courses
1 awareness course in practices of inclusion for the disabled
230 people trained in courses
6 female students were trainees in the PVC Project
3 newly graduates took part of the project – one of them was hired by ISAE
2 guiding teachers throughout the project
Exhibition of PVC furniture in the 3rd Technology Meeting in Maringá
Exhibition of PVC furniture in the Presentation of University Without Borders Program Results in Londrina
Exhibition of PVC furniture in the Entrepreneurship Week at ISAE/FGV in Curitiba
Exhibition of PVC furniture in the Rehabilitation, Inclusion and Technology Forum (REATIBA) at FIEP in Curitiba
6 articles written
1 article accepted by the AFIRSE International Education Seminar 2011 in Paris

Responsible Sinergy

The project Responsible Sinergy promotes the acting ofemployees in the areas of social responsibility and sustainability. We believe that, for sustainability to exist and happen, we need engaged people who believe in a better future. Currently, the project has volunteers in the areas of Commercial, Academic, Financial and Product Development, besides the Responsibility and Sustainability Center.

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Internal Volunteers	
Millennium Goals	7, 8
Global Compact Principles	1, 3, 10
PRME	6

The group is co-responsible for the creation and implementation of some policies:

- ISAE Environmental Management Policies
- ISAE Labor Relations Policies
- ISAE Human Rights and Social Action Policies
- ISAE Program of Integrity and Combat to Corruption

Environmental Preservation

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Preservation	
Millennium Goals	7, 8
Global Compact Principles	7, 8, 9
PRME	5

In many respects, it can be said that the activities of any organization demand or generate elements that can interact and impact the environment.

With the purpose of identifying and controlling environmental LIABILITIES generated by the institute's activities, the Responsibility and Sustainability Center has promoted a series of actions and programs directed to environmental management. This issue is dealt with by the ISAE Environmental Policy, which describes our environmental responsibility through guidelines that assist the management in matters relating to the impacts of our activities. The intention of the Environmental Policy is to guide the treatment of the institute's environmental issues based on principles related to sustainability.

Eco-Efficiency

At ISAE/FGV eco-efficiency is considered a philosophy of the organization management. With this concept, we seek to progressively reduce ecological impacts and the use of resources by developing actions to neutralize CO2 emissions. The Responsibility and Sustainability Center aims to raise awareness and engage employees, suppliers, partners and the general public to adopt responsible attitudes that contribute to waste reduction, reuse and recycling.

Solid Waste Management Plan
The plan is a set of management procedures that aims to the correct management of waste produced at the institute. It covers all necessary actions to minimize the generation of residues, as well as all the procedures for waste segregation, collection, sorting, packaging, storage, transport, recycling, reuse and disposal – the whole cycle. All waste generated at ISAE/FGV has a correct and certified final disposal.

Greenhouse Gas Inventory
The first step for an organization to collaborate to combat global warming is the elaboration of an inventory of greenhouse gas emissions. Developed by the Responsibility and Sustainability Center and the Administration, the inventory reveals the profile of emissions and provides subsidies for monitoring our environmental policy.

Eco-Relations Program

The program aims to broaden the kinds of interactions with ISAE/FGV's different publics to promote sustainability. It helps to build a network to advance sustainable development, based on ethics, transparency, social commitment and respect for the environment, what contributes to strengthen relations with the institution's stakeholders. The projects promoted by the program are:

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Eco-Relations Program	
Millenium Goals	1–8
Global Compact Principles	7, 8, 9
PRME	6

Sustainable Group Project
Objective: To foster discussions about environmental problems in the classroom. It was initiated through an editorial published fortnightly in the murals of each classroom. Students are educated to adopt a sustainable approach to minimize the environmental impact of their activities. The editorial perspective includes interviews with students, research results, tips and other content related to Environmental Education and Corporate Citizenship.

Environmental Education Workshops
To promote information about the environmental issue and its interfaces with the sustainable development, Environmental Education Workshops are held for employees. Discussions help to promote integration between areas and encourage an organizational atmosphere favorable to innovation and the commitment to the institute's purposes of responsibility and sustainability.

Workshops in 2012

- Environmental Education and Social-Environmental Responsibility. Promoter: Lucilene Del Faro. Londrina, January 2011.
- Energy Matrixes and Alternative Sources. Facilitator: Lucia Aparecida dos Santos Almeida. Londrina, April 2011.
- Solid Waste Management at ISAE. Facilitator: Rosalba Adriane da Rosa. Londrina, May 2011.
- Environmental Education Workshop. Facilitator: Lizandra Towers. Curitiba, October 2011.

Ecological Footprint

The project has the objective to contribute to the adoption of sustainable lifestyles by ISAE/FGV employees. Through internal communication channels – which bring issues such as food, transportation and consumption – employees are informed about how to reduce their ecological footprints and have balanced lifestyles. The incentive also happens through interviews and declarations of employees on how to adopt lifestyles that contribute to the sustainability of the planet.

Sustainable Negotiation Workshop

Held in November at ISAE Londrina, the Sustainable Negotiation Workshop was conducted based on the methodology of the Sustainable Business Game, which aims to stimulate a new way of thinking, acting and generating wealth in the global economy business environment.

In the game, sustainable profitability is the competence to negotiate five resources simultaneously: people, natural resources, money, knowledge and technology.

The workshop was an initiative of ISAE and the Londrina Technology Development Association (ADETEC) for the Global Entrepreneurship Week.

Internal Campaigns

Corporate citizenship is a concept used by ISAE to stimulate its different publics to engage in initiatives that contribute to personal and social development. In 2011, Responsibility and Sustainability Center promoted a series of campaigns that had the participation of employees, students and professors in actions directed to environmental responsibility and consultancy for institutions in the surrounding community. Among the campaigns are:

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Internal Campaigns	
Millenium Goals	7, 8
Global Compact Principles	7, 8, 9
PRME	3

Earth Hour
On March 26, ISAE turned lights off for one hour to see a better planet. The earth hour is a symbolic act promoted worldwide by the WWF Network, in which governments, businesses and populations demonstrate their concern ABOUT global warming by turning lights off for one hour.

Maximum Quality Zero Waste
With the purpose of encouraging conscious consumption and rationalization in the use of resources, ISAE launched the campaign Maximum Quality Zero Waste. During the second semester of 2011, information posters were displayed around the institute to guide employees on energy efficiency. They were also encouraged to disseminate ideas and tips on eco-efficiency in the work environment.

Sweater Campaign: Solidarity is the Business
The Responsibility and Sustainability Center launched the Sweater Campaign: Solidarity is the Business to join forces with ISAE employees, students, suppliers and partners to help the needy population that suffer from the rigors of winter. In Londrina, clothes have been dispatched to Provopar to be donated to needy families in town. In Curitiba, donations were made to São João Batista House of the Poor – a hostel for men, women and children that offers lodging to the needy and chronic patients arriving in town for health treatments.

Magical Lollipop Campaign
To celebrate Children's Day, the Responsibility and Sustainability Center, with the support of the Academic Secretariat, promoted the Magical Lollipop Campaign. Many lollipops were available at ISAE's reception, each one with the name of a child. Students and employees engaged in the initiative and in two days all the sweets were collected. More than 160 gifts were donated to the children at Lar O Bom Caminho, Creche São João Batista, Lar Moisés and Núcleo Social Evangélico de Londrina.

Bibliographic Research: Communication as a Strategic Process for Sustainability
The article is the result of a research that intended to identify how communicational dimensions can be incorporated by organizations in the management process of corporate sustainability. The study highlighted this relationship and emphasized its importance for the fulfillment of the mission and the achievement of organizational goals. The article was submitted to and accepted at The Ashridge International Research Conference, in the United Kingdom.

Case Study: Cultivating Good Water Program – Results, Management Model and its Role as a World Reference
A report on the experience of Itaipu Binacional, the largest dam in the world, situated on the border of Brazil and Paraguay. Considered a major global reference of success in programs related to sustainability, Cultivating Good Water Program was the target of this study. It had special focus on the participative systemic management model adopted and the factors that promoted its success. In July 2011 ISAE's CEO Norman de Paula Arruda Filho was invited to present the case study at the Eastern Academy of Management event – International Conference on Managing in a Global Economy XIV: Global Web of Knowledge (EAMI), in Bangalore, India.

Agenda Rio + 20

ISAE/FGV released a hotsite with its preparatory agenda for the United Nations Conference on Sustainable Development. The intention is to mobilize the institute's various stakeholders towards the importance of the conference and to the need to address the theme of education in their calendars. Within this schedule, released on November 1st, there are events, training courses and activities involving students, professors, partners, and other publics that are impacted by the Institute's activities on a daily basis.

To subsidize the preparatory activities for the participation of Brazilian Global Compact Network organizations at Rio+20 – one of the greatest events in the sustainable agenda in recent years – the Brazilian Global Compact Committee decided to create a temporary working group, which is represented by ISAE's CEO Norman de Paula Arruda Filho.

The article 'More Education at Rio+20', written by Norman de Paula Arruda Filho, was published in Gazeta do Povo newspaper on November 11, 2011.

Dialogues Project

Created to help manage relationships ISAE/FGV establishes with its various audiences and to offer one more tool for dialogue with stakeholders, the Dialogues Project has the objective of identifying the interests of different publics for the institute's activities. With quantitative and qualitative research, different publics find a channel through which they can be heard, thus contributing to the improvement of the institution's relationship policies. In 2011 a research was set to identify the potential and possibilities of relating with graduates. From a qualitative approach, it aimed to understand values that shall guide ISAE/FGV's actions in the relationship with graduates.

Sustainability in Focus

The project seeks to give visibility to graduate and MBA students concerning their initiatives in the field of sustainability. Sustainability reporting is performed by means of valuing actions, attitudes and academic projects in the institution's media. Thus, in order to disseminate knowledge to the community in general, the Communication and Marketing department seeks to broaden the discussion on the subject of sustainability, promoting the relationship of students with the media.

Make Your Book Run the World

Every month, during the celebration of birthdays, employees bring books to be lent to anyone interested.

Levering Social Results Program (PPRS)
It aims to promote synergy between work areas, allowing the participation of workers in operational income in order to achieve social gains for them. Besides increasing productivity and organizational performance, the program distributes the results within the community.

Focus Group – What are the needs regarding management education?
Search and study raise important attributes, addressed in the evaluation of ISAE/FGV's stakeholders satisfaction about knowledge and use of the Perspectivaction educational model, and in the delivery of products and other aspects of interest.

3rd Paraná Benchmarking of Human Resources
ISAE, in partnership with Bachmann Associated Ltd. and the Brazilian Association of Human Resources (ABRH-PR), has developed a survey that brings results of the analysis of the corporate human resources market in Paraná. 11 indicators were analyzed in this edition, such as absenteeism, turnover and outsourcing degree. The study results were based on data from more than 150,000 employees from 162 state enterprises in 2010. The report's official release happened during a breakfast at ISAE with representatives of the involved organizations.

Sustainability Office

The Sustainability Office aims to bring solutions for corporate, governmental and institutional organizations, especially in the areas of Planning and Scenarios, Project Management, Monitoring and Processes, Performance Improvement, Governance and Sustainability, and Mergers and Acquisitions. All the work is based on principles and best practices of corporate sustainability.

SOCIAL-ENVIRONMENTAL SUSTAINABILITY Sustainability Office	
Millennium Goals	7, 8
Global Compact Principles	1
PRME	4, 5, 6

Paraná Strategic Thinking Center

ISAE/FGV's Sustainability Office is the coordinator and co-creator of the Paraná Strategic Thinking Center. Its mission is to promote multi-sectorial systematic interaction among professionals from the area of strategic planning. It aims at prospecting, disseminating knowledge and elevating the maturity level of strategic planning in the companies, having sustainability as a guideline. Currently, the Center is formed by 15 major companies belonging to different sectors of the economy in Paraná state (Brazil). This initiative also provides a forum to foment the dialogue between academia and the public and private sectors.

Valuing People

People Management

ISAE/FGV defends a humanized organization, for an institution that invests in the development of its employees has a competitive difference that adds value to successful enterprises. The ethical commitment, the focus on people and on sustainable actions are ISAE management assumptions for generating results.

VALUING PEOPLE Management	
Millenium Goals	3, 5, 6, 7
Global Compact Principles	1, 3, 4, 5, 6, 7, 10
PRME	1, 2, 3, 4, 6

Code of Ethics and Conduct

Honesty, dignity, respect, absence of any discriminatory conduct, loyalty, DECORUM, ZEAL, effectiveness and consciousness of ethical principles are the great values that guide the ISAE/FGV's relationship with its employees and other stakeholders. Released in August 2010, the Code of Ethics and Conduct is a document that comprises the ISAE Integration Manual and is a reference to the personal and professional conduct of all employees – regardless of position or function – in order to become an internal and external relationship standard.

Selection Process

The criteria for selecting new talents are based on the ethical principle of transparency and advance the selection of skilled professionals that have behaviors aligned to the institution's values. For selections and promotions, selective processes by competences are carried out, prioritizing internal recruitment. This allows talent valuing and organizational growth. An important aspect is the ISAE Way of Life: good mood, mutual respect, involvement, systemic vision and responsiveness.

The new employee goes through an integration program that provides alignment with all strategic areas managers, aiming for the overall vision, comprehension of the business and integration with the staff. In addition, ISAE believes that, for sustainability to exist and happen, it is necessary to have a favorable organizational climate to the development of people engaged with the subject and worried about the future. Thus, new collaborators are informed about the institution's participation in global movements, such as the Global Compact, PRME and Millennium Development Goals, as well as the sustainability and the role of employees in achieving goals. It is time to engage, integrate, inform and sensitize employees.

Young Apprentice Program

In 2011, ISAE joined the Young Apprentice Program, contributing to the development and investing in the future of new generations of professionals. Through the CIEE Program, the Institute hired five 15-16 year-old apprentices. This initiative aims to prepare young professionals for the labor market and promote social inclusion.

Training and Development

TD programs are managed by ISAE Academy, which aims to promote the development of competences in an environment for learning, construction, upgrading and new talents aligned to the institution's excellence. They are sustained by the strategic objectives of Learning and Growth, which seek to build learning and growth environments, improve, value and recognize talents. In 2011 more than 10,000 training hours were done, approximately 100 hours per employee.

Leadership and Team Development Program

ISAE held the Leadership Development Program (PDL) and the Team Development Program (PDE). The PDL involves all management levels, working on the development of technical and behavioral skills, with a focus on excellence in management. Through the PDE we promote activities focused on the development of high performance teams, providing opportunities for the participation of all ISAE employees. After the training conclusion and a predetermined period, an evaluation of effectiveness is applied to assess results and the practical applicability of the acquired knowledge.

ISAE promotes training programs for technical, behavioral, cultural, professional improvement and internal knowledge multiplication. In 2011, there were courses on team and leader development, languages, LIBRAS (Brazilian Sign Language), written communication and oratory, participation in MBA courses, and activities focused on knowledge management.

ISAE Challenge
The challenge is a corporate knowledge management tool that promotes organizational learning and skills training. In 2011 the program focused on ISAE strategic projects. Sharing objectives and actions taken with all employees, the challenge advanced internal participation with contributions to reach the goals of strategic projects.

Benefits
ISAE provides the following benefits to employees:
• Health Plan
• Dental Care
• Life Insurance, Medical Emergencies
• Meal Ticket
• Education Aid (undergraduate and postgraduate)

Internal Customer Satisfaction Survey
The Internal customer satisfaction survey is applied annually and aims to evaluate the satisfaction in relation to processes and areas, as well as build actions to improve labor relations and the value perceived by internal and external customers.

Competences and Performance Assessment
ISAE/FGV realizes an employee performance evaluation every year. The employee gets formal feedback from managers to align expectations and growth opportunities with a focus on skills development. In addition to the annual assessment, leaders are encouraged to have continuous feedback from the team.

Internal communication

One of ISAE/FGV's values is Clear and Complete Communication. Employees have access to all institutional information from campaigns, programs, projects, actions, processes and strategies. The institution keeps a free channel of communication with managers and the directory. Doors are open for dialogue and contributions from all employees. In 2011, the Personal Development Program in Communication was set.

To strengthen internal communicative processes, ISAE/FGV promoted a series of initiatives with the objective of fostering dialogue and communicative effectiveness. Among actions, highlights go to the Personal Development Program in Communication, which was held in August with the participation of professionals from different areas.

Quality of life

ISAE/FGV seeks to provide a healthy environment for developers. The institute offers a Labor Gymnastics Program (quick massage and Pilates), recreation room, and periodic preventive health monitoring. In addition, it promotes a program of guiding lectures, which are based on the results evidenced in the monitoring to provide an atmosphere of openness and participation of everyone in the organization.

Recreation room

ISAE/FGV, always considering the employee's well-being, inaugurated a new area – the Recreation Room – a place for recharging your energies, relaxing, reading, monitoring strategic projects and integrating employees in work breaks.
Location: ISAE
Date: July 28, 2011

Dialogue

Communication with Stakeholders

DIALOGUE Communication with Stakeholders	
Millenium Goals	1–8
Global Compact Principles	1, 3
PRME	5, 6

Sustainability Portal
With focus on the ethical and transparent relationship with all stakeholders, the portal gathers information about sustainability-related events, news, actions, policies and programs. By leaving all this data accessible online, the intent is to communicate, publish accounts and possibly influence other organizations to do the same. Besides, surveys, studies and progress reports related to the Global Compact and the Principles for Responsible Management Education are available to serve as a benchmark for any institution. The portal was released in December 2010, and during 2011 there have been changes to improve the communicative efficiency.

ISAE TV
Established in late 2010, ISAE TV is another channel of communication with external publics. Directed to partners, customers, suppliers, students, former students, business groups, community at large, it shows actions, highlights talents, opinions and provokes reflection. The 2011 schedule had more than 32 interviews with specialists (professors, students and graduates). ISAE TV subjects are released weekly, all related to the management area or the economic scenario.

Perspectiva Magazine
Created to strengthen relationships with students and graduates, the online bimonthly magazine reaches over 60,000 contacts. It brings reports on market trends, case studies, surveys and research in management. Students and teachers are frequent sources of reports. It highlights the quality of professionals who study or teach at the institute.

Meeting With
The 12th edition of 'Meeting with' had the lecture 'Mergers and Acquisitions for Family Businesses', given by Deodato Volpi Neto, CEO of Open Point Partners, which offers consultancy in prospecting, valuation and advising for family businesses.
Location: Teatro Paiol
Date: July 13, 2011

Case for the PRME International Guide
ISAE/FGV was one of the business schools chosen to send a case to the Inspirational Guide that is being produced by the UN and will be published during the Rio+20 Global Forum. The case covers implementation and dissemination of the PRME in Brazil.

Business Round
The 4th edition of the Business Round covered professional networking. An extensive list of contacts is what guarantees the success of an entrepreneur. For those who seek a new position in the labor market or new directions for their company, a network can be the first step to achieve these goals.
Location: ISAE
Date: September 21, 2011

Sustainability-Related Events

Lecture 'Global Responsibility and Sustainable Development', delivered to students from the Moore School of Business (University of South Carolina), who attend the International Master in Business Administration (IMBA), to participate in the ninth edition of the program 'Doing Business in Brazil'.
Location: ISAE
Date: April 11, 2011

DIALOGUE Sustainability-related Events	
Millennium Goals	8
Global Compact Principles	1, 7, 8, 9
PRME	1, 4, 5, 6

ISAE promoted the institutionalization of the Ozires Silva Chair of Entrepreneurship and Innovation, which has the overall objective of being a center of reference in entrepreneurship and innovation, disseminating this culture. It aims to develop in people an entrepreneur profile for them to build, lead and implement the creative process of elaborating new plans for life, work, education and business.
Location: ISAE
Date: April 13, 2011

Lecture 'Globalization, Decision-Making and the Challenge of Business Management in the 3rd Millennium', delivered by Professor Luiz Fernando Silva Pinto
Location: ISAE
Date: April 27, 2011

Project and Process Workshop for all employees. The process-based orientation involves constant concern with the optimization of resources, focusing on the scope and overcoming performance benchmarks standards.
Location: ISAE
Date: April 28, 2011

Closing ceremony of 'Doing Business in Brazil IX – A Brazilian Cross-Cultural Training Experience', result of the partnership between ISAE/FGV and Moore School of Business (USA).
Location: ISAE
Date: April 29, 2011

Any Doubt. Event promoted by the Uaná Program with the aim of answer students and employees' questions about the ISAE/FGV volunteer program, explaining its goals and the way to participate.
Location: ISAE
Date: May 9 and 12, 2011

Lecture 'Mexican Economy and Business Opportunities with Brazil', given by
Miguel Montoya, CEO of the Postgraduate School of the Guadalajara campus of Tecnológico de Monterrey.
Location: ISAE
Date: June 1, 2011

Breakfast: 'Prevention and Planning in Labor Management'. The event was promoted by ISAE and by the law office Célio Neto Advogados, with the support of Operativa RH. Three lectures were delivered:
- 'Pre-Contractual Civil Liability in Labor Law', given by the Coordinator of the Escola da Magistratura do Trabalho no Paraná, Luciano Augusto de Toledo Coelho
- 'The Exercise of the Employer's Power of Command in the Contract Performance', taught by Iros Reichmann Losso, a specialist in Labor Law and Process
- 'Employee and Employer Responsibility After the Labor Contract', given by Celio Pereira Oliveira Neto, Master in Labor Law.
Location: ISAE
Date: June 10, 2011

'Corporate Knowledge Management. ISAE Academy' – delivered to employees, it presented the trends in sustainability shown at the Conferência Internacional Cidades Inovadoras. Given by Barbara Dunin.
Location: ISAE
Date: June 19, 2011

'Entrepreneurial Connections'. Initiative to show Uaná volunteers the demands of young micro-entrepreneurs in poor communities.
Location: ISAE
Date: June 19, 2011

Business Lunch. ISAE Londrina employees gathered for a traditional business lunch, which advanced the engagement for a charitable campaign to raise winter clothes.
Location: ISAE Londrina
Date: June 22, 2011

'Dialogues of the Chair' Meeting. As subject of the meeting, Engineer Irajá Ribas, who represented Dr. Ozires Silva, presented a lecture on 'Talent Blackout and the Challenge of Education in Brazil'.
Location: SENAI/SESI at CIC
Date: July 05, 2011

Meeting with 'Mergers and Acquisitions for Family Businesses'. Lecture given by Deodato Volpi Neto, CEO of the consulting company Open Point Partners, specializing in prospecting, valuation and advising for family businesses that go through processes of merger and acquisition. The entrance was a kilo of food.
Location: Teatro Paiol
Date: July 13, 2011

Extraordinary meeting of the Ozires Silva Chair of Sustainable Entrepreneurship and Innovation. The meeting had the special presence of the Congressman Ângelo Vanhoni, from the Brazilian Education Plan.
Location: ISAE
Date: August 11, 2011

Launching of the Ozires Silva Chair Sustainable Entrepreneurship and Innovation. This was the first thematic edition of the meeting, with a lecture given by Sebrae's representative, Ricardo Dellaméa on the subject 'The Creation of a Favorable Environment for Entrepreneurship and Innovation'.
Location: ISAE
Date: September 1, 2011

4th edition of the Business Round in Curitiba. For those who seek a new position in the labor market or new directions for their company, the relationship network can be the first step to achieve these goals. For the Business Round, representatives from invited companies are distributed in round tables and everyone presents their business to the other participating companies.
Location: ISAE
Date: September 21, 2011

Lecture 'Business Relations Between Brazil and the United States', given by James Ferrer Jr., Director of the Center for Latin America Issues (CLAI – GWU).
Location: ISAE
Date: October 7, 2011

Inspiration, Investment and Impact – Strategic Tools for Income Generation and Partnerships. Event promoted by ISAE/FGV in partnership with the GRPCOM Institute and Aliança Empreendedora.
Location: ISAE
Date: November 7-8, 2011

Meeting of the Ozires Silva Chair of Sustainable Entrepreneurship and Innovation. The objective was to elaborate the Chair's project agenda for 2012.
Location: ISAE
Date: November 10, 2011

3rd Paraná Benchmarking of Human Resources. ISAE/FGV, in partnership with Bachmann Associated Ltd. and the Brazilian Association of Human Resources (ABRH-PR), has developed a survey that brings results of the analysis of the corporate human resources market in Paraná. 11 indicators were analyzed in this edition, such as absenteeism, turnover and outsourcing degree. The study results were based on data from more than 150,000 employees from 162 state enterprises in 2010. The report's official release happened during a breakfast at ISAE with representatives of the involved organizations.
Location: ISAE
Date: November 10, 2011

First Meeting of the Brazilian PRME Signatories Network. The objective was to call all PRME signatories in Brazil to launch a schedule of the Brazilian network to exchange information, experiences, best practices and establish partnerships for research and scientific production.
Location: ISAE
Date: November 28, 2011

Training in How to Elaborate the Communication On Progress for the Global Compact. Promoted by the Global Compact and the Global Reporting Initiative (GRI) with the aim to advance an initial dialogue on how reporting strategies can be jointly benefited.
Location: ISAE
Date: November 29, 2011

External Brazilian and international events attended by ISAE/FGV members

Ceremony for the New Araucária Foundation's CEO, Paulo Brofman. Participant: Rebecca Giese.
Location: CIETEP
Date: February 01, 2011

Dialogue & Innovation Lunch, with the lecture 'High-Impact Entrepreneurship – Conditions that make people undertake in Brazil by need or opportunity', given by Lucas Melman, Director of Operations at Endeavor Brasil. Participant: Rubens Mazzali.
Location: Tecnoparque Executive Restaurant
Date: February 22, 2011

The Responsibility and Sustainability Center promoted a visit to the Ecometrópole Institute with students from the postgraduate course in Business Administration and the MBA in Project Management. The visit launched the Uaná Program's volunteer consultancy. The organization from Londrina is driven by the concept of Eco-Citizenship, having the aim to call people to share the management of the city's major urban environmental issues.
Location: Londrina
Date: March 2, 2011

First 2011 meeting of the Global Compact Brazilian Committee to discuss the strategic planning. Participant: Norman de Paula Arruda Filho.
Location: Promon Engenharia
Date: March 16, 2011

Launching Workshop for the 2011 Corporate Sustainability Index (ISE) 2011, BM&FBovespa e GVces. Participant: Barbara Dunin.
Location: São Paulo
Date: March 17, 2011

Lecture 'Environment and Communication – Challenges of a Sustainable World, A Civilization Crossroads', given by Rodrigo da Rocha Loures, President of FIEP. Participant: Tiago Garcia
Location: Universidade Estadual de Londrina
Date: March 25, 2011

Launching of the publication 'Gender Relation in Industry' – SESI Methodology for equity. Participant: Tiago Garcia.
Location: Londrina
Date: March 29, 2011

CR3 – The Power of Responsibility. The event was realized along with Audencia Nantes School of Management and Hanken School of Economics. ISAE/FGV participated in the roundtable 'Responsible Management Education: Beyond Complacency and Contestation'. Participant: Lígia Martins.
Location: Helsinki, Finland
Date: April 8-9, 2011

Meeting of the Global Compact Brazilian Committee. Participants: Norman de Paula Arruda Filho.
Location: Park Suites – ITC
Date: April 19, 2011

ISAE/FGV's CEO, Norman Arruda Filho, visited Senator Gleisi Hoffmann (PT Paraná). The agenda of the meeting, which took place at the Senator's Office in Brasília, focused on policies towards initiatives of partnerships between Brazilian executives and professionals who work abroad, and also partnerships with institutions of higher education located in the most diverse countries. These actions have the objective of promoting greater interaction between Brazil and other economies, besides preparing Brazilian executives to act in new markets.
Location: Brasília
Date: April 27, 2011

ISO 26000 Seminar – A Managerial and Integrated Perspective of Social Responsibility, promoted by the Getulio Vargas Foundation's Center of Sustainability Studies. Participant: Bárbara Dunin
Location: FGV
Date: April 27, 2011

Project and Process Workshop for all employees. The process-based orientation involves constant concern with the optimization of resources, focusing on the scope and overcoming performance benchmarks standards.
Location: ISAE
Date: April 28, 2011

Roundtable 'Communication, Education and Environmental Citizenship'. The event was promoted by the Group of Advanced Studies on Environment (GEAMA), with the participation of Londrina Promoter of the Environment Solange Vicentin, Lawyer Carlos Levy and Journalist–Representative of MAE NGO Marcelo Frasão. Participant: Tiago Garcia
Location: Londrina
Date: April 29, 2011

Paraná Fair for Business Between Companies, Universities and Research Institutions – INOVATEC 2011. The subject was 'Business to Turn Knowledge into Innovation'. Participant: Marcelo Reis.
Location: CIETEP
Date: May 4-6, 2011

Inauguration ceremony of the Bone Marrow Transplant Unit and the new Hematology and Oncology Wing of the Pequeno Príncipe Hospital. Participant: Rebecca Giese.
Location: Pequeno Príncipe Hospital
Date: May 9, 2011

Participation of ISAE/FGV's CEO, Norman de Paula Arruda Filho, in the CPBG meeting, held at Braskem.
Location: São Paulo
Date: May 10, 2011

GRPCOM 10th Anniversary Breakfast. The event had a lecture by José Roberto Marinho, Fundação Roberto Marinho's Chairman, who talked about the Social Role of the Media. Participant: Norman de Paula Arruda Filho.
Location: Graciosa Country Club
Date: May 11, 2011

Lecture 'The Impact on Trade and Other Segments', given by Mário Celso Cunha – State Secretary of State for FIFA World Cup 2014 Issues. Participant: Norman de Paula Arruda Filho.
Location: Commercial Association of Paraná
Date: May 11, 2011

International Conference of Innovative Cities 2011 (CICI), promoted by FIEP. The event involved lecturers from the five continents and gathered more than 3,000 participants in the construction of a new urban environment. Participants: Norman de Paula Arruda Filho, Bárbara Dunin.
Location: Curitiba
Date: May 17-20, 2011

Launching of the magazine CRIE – Educação para o Desenvolvimento Sustentável. Participant: Rebecca Giese.
Location: CIETEP
Date: May 19, 2011

II Jornada de Administração da FESP – Aspects of Sustainability in Administration.
Participant: Angela Finck
Location: FESP
Date: May 19, 2011

IV Congresso Nacional de Responsabilidade Socioambiental – New Paradigms for Sustainability. Event promoted by the Brazilian Association of Training and Development (ABTDPR). Participant: Tiago Garcia.
Location: Londrina
Date: May 20-21, 2011

Aliança de Empreendedorismo Comunitário Award: Fazer para Mudar – New Perspectives for Corporate Social Responsibility through Support of Community Entrepreneurship. Lectures by Susy Yoshimura from Natura and Rodrigo Brito from Aliança Empreendedora. Participant: Angela Finck.
Location: CIETEP
Date: May 24, 2011

ADVB Breakfast. Lecture: Content Generated by the Customer and New Media: Impacts on Branding, Strategies and Market Relations', given by Michael Solomon, Marketing Professor at Saint Joseph´s University, USA. Participant: Norman de Paula Arruda Filho.
Location: Pestana Hotel
Date: May 24, 2011

Business Education in 2025 – EFMD (European Foundation for Management Development). The event discussed the main tendencies in managing business schools until 2025. Participant: Norman de Paula Arruda Filho
Location: Brussels, Belgium
Date: June 5-8, 2011

2011 PRME Summit. The event had the presence of educational institutions to exchange experiences on adhering to the Principles for Responsible Management Education (PRME). Participant: Norman de Paula Arruda Filho
Location: Brussels, Belgium
Date: June 5-8, 2011

Launching of the Vento Pró-UFPR Movement, which aims to remodel the Federal University of Paraná building and celebrate its 100 Anniversary.
Participant: Dr. Norman de Paula Arruda Filho
Location: UFPR
Date: June 13, 2011

International Congress in Education at AFIRSE (L'Association Francophone Internationale de Recherche Scientifique en Education). ISAE/FGV presented the article 'PVC Mobilier Pour L´Indépendance Et L´Inclusion Sociale des Enfants Souffrant de Troubles Neuromoteurs'. Participants: Regina Lopes
Location: AFIRSE – Paris, France
Date: June 14-17, 2011

Eastern Academy of Management – International Conference on Managing in a Global Economy XIV: Global Web of Knowledge (EAMI). For the event, ISAE/FGV's CEO, Norman de Paula Arruda Filho, was invited to present the case study on the Cultivating Good Water Program, a Itaipu Binacional project. Participant: Norman de Paula Arruda Filho
Location: Bangalore, India
Date: June 26-30, 2011

1st meeting of Petrobras University with the academic community of Paraná. The event had the goal to analyze trends and needs of the company in the training and qualification of its staff and managers, as well as disseminate possibilities for institutions in Paraná to be valuable partners of the Petrobras University. Participants: Rebecca Giese, Simone Domorato
Location: REPAR
Date: June 29, 2011

Launching of the movement Paraná Educating on Sustainability. Lecture given by Leonardo Boff. Participants: Rebecca Giese, Angela Finck, Jakelyne Mota, Vera Carvalho
Location: CIETEP
Date: August 2, 2011

Kleber Puchaski: '(Re)Inventing the Business through Design Thinking'. 2011 Endeavor Workshops. Participant: Angela Finck
Location: CIETEP
Date: August 3, 2011

37th Edition of the National Congress of Human Resources, with the subject 'People in Action – Producing Results'. Participants: Danielle Hernandes, Marlon Souza, Tânia Lopes
Location: São Paulo
Date: August 15-17, 2011

3rd Annual International Conference – A Dialogue on Emerging Economies, Enterprise and Society: What might make the music stop? Participant: Norman de Paula Arruda Filho
Location: Grand Hyatt Hotel, São Paulo
Date: August 16, 2011

Sustainable Negotiation Workshop, promoted by Associação do Desenvolvimento Tecnológico de Londrina e Região (ADETEC). Participant: Tiago Garcia
Location: SESI/FIEP
Date: August 17-18, 2011

SEBRAE/PR 2022 Workshop. The event discussed the formation of successful entrepreneurs that can contribute to the development of society. Participant: Norman de Paula Arruda Filho.
Location: Mabu Parque Resort Hotel
Date: August 26, 2011

Meeting of the Global Compact Brazilian Committee (CBPG). Participant: Barbara Dunin
Location: Commercial Association of Paraná
Date: September 15, 2011

Top Innovation 2011. Learn the language of innovation and discuss global trends in technology and new solutions for innovative processes were issues on the event's agenda.
Participants: Aneli Silva, Simone Domorato, Jakelyne Mota, Cristiana Moreira.
Location: CIETEP
Date: September 21-22, 2011

Encuentro Iberoamericano sobre Desarrollo Sostenible. Participant: Dr. Norman de Paula Arruda Filho.
Location: FGV, São Paulo
Date: October 17, 2011

Ser Humano Paraná Award 2011. Participant: Dr. Norman de Paula Arruda Filho.
Location: ISAE
Date: October 19, 2011

Annual Assembly XLVI CLADEA. The subject was 'Innovation and Business Development: Latin America's Economic Future'. Participant: Norman de Paula Arruda Filho.
Location: Puerto Rico
Date: October 20-23, 2011

Meeting of Associação Brasileira dos Profissionais de Sustentabilidade – Grupo Sul (ABRAPS). Participant: Angela Finck.
Location: Estação Business School
Date: October 24, 2011

10th UTFPR Seminar in Project Management. Future Vision for Managing Projects and Enterprises.
Participant: Angela Finck
Location: Oscar Niemeyer Museum
Date: October 26, 2011

Launching of the book 'Ozires Silva – A Leader in Innovation'. Prepared by Décio Fischetti, the work describes Silva's history in the creation of Embraer, in the school of Aeronautics, as Minister of the Government Collor and his connection with biotechnology. Participant: Norman de Paula Arruda Filho.
Location: São Paulo
Date: November 17, 2011

Empreender é 10. Meeting organized by the Londrina Committee of the Global Entrepreneurship Week, of which ISAE is a member, attended by ten entrepreneurs who described their successful careers. Participant: Tiago Garcia
Location: SESI
Date: November 22, 2011

VI Graduation of Mini-Companies from the Program Junior Achievement Paraná. The representative of ISAE Responsibility and Sustainability Center was invited for the main table and deliver the awards. Participant: Tiago Garcia
Location: Village Eventos, Londrina
Date: December 14, 2011

Lectures given by ISAE Representatives

Social responsibility and sustainability – Global Compact: Good Practices in Brazil for Students from Moore School of Business. Speaker: Angela Finck.
Location: ISAE
Date: January 11, 2011

Urban Planning in Curitiba and the Role of a Business School in Educating Professionals Committed to Sustainability. The event was directed to a group of Architecture and Urbanism students from Federal University of Santa Catarina (UFSC). Speaker: Sérgio Pires (International Action Center).
Location: ISAE
Date: May 19, 2011

Presentation of the case study Cultivating Good Water Program at the Conference on Managing in a Global Economy XIV: Global Web of Knowledge – Eastern Academy of Management International (EAMI), India. The lecture focused on the scientific analysis and evaluated the results from innovations generated by the program's management model, which foresees actions such as micro-basin recovery, protection of ciliar woods and biodiversity, spread of values and knowledge that contribute to the formation of citizens within the conception of the ethics of care and respect for the environment. Speaker: Norman de Paula Arruda Filho
Location: Bangalore – India
Date: June 26-30, 2011

Executive meeting – Management for Corporate Sustainability. The meeting aimed to promote reflection and debate among the company's leaders to set paths that include business socially responsible and sustainable management and dialogues with stakeholders. The subjects were 'Present Leadership Responsible for the Future' and 'Sustainability as a Factor for Value Generation to the Shareholder and to society, and Space for Dialogue' with the Council and Board. Speakers: Norman de Paula Arruda Filho, Rubens Mazzali.
Location: COPEL – Ermínia Sant'Ana Instituto
Date: July 26, 2011

Case ISAE: The Experience of Managing an Educational Institution that Adhered to the Principles for Responsible Management Education (PRME)'. Global Forum Latin America (BAWA GFAL) 2011. Speaker: Norman de Paula Arruda Filho.
Location: ISAE
Date: August 31, 2011

Lecture on the Leader Role, Global Compact, PRME. Speaker: Norman de Paula Arruda Filho
Location: Duratex Company
Date: June 16, 2011

'Education Methods for Generating Solutions at Scale', in the 8th International Seminar of Responsibility from the Federação das Indústrias do Estado de Minas Gerais (FIEMG). The lecture focused on the new role of educational institutions in the training of professionals able to lead important transformations for the consolidation of the green economy, as well as ISAE experiences in promoting sustainability values among stakeholders. Speaker: Norman de Paula Arruda Filho.
Location: Belo Horizonte
Date: October 19-21, 2011

'Global Compact and PRME'. At the invitation of the Conselho Paranaense de Cidadania Empresarial (CPCE), ISAE's CEO lectured in institutions in Londrina and Maringá, major cities in the country of Paraná State. The lectures focused on the importance of providing education based on sustainability values and training professionals capable of acting in a market that increasingly rewards sustainable organizations. Speaker: Norman de Paula Arruda Filho.
Location: Maringá and Londrina
Date: November 8, 2011

II Meeting of Education for Sustainability. The event was a realization of Universidade Presbiteriana Mackenzie and Centro Universitário Senac/US in partnership with PROCAM-USP and USP School of Education. The objective was to broaden the discussion about the role of business schools in training a generation of administrators with the challenge of addressing social, economical and environmental dilemmas in a context of requirements that until recently were not essential in the curricula of business schools. Speaker: Norman de Paula Arruda Filho.
Location: São Paulo
Date: December 1, 2011

'Global Compact and PRME'. At the invitation of the Conselho Paranaense de Cidadania Empresarial (CPCE), ISAE's CEO gave a lecture to raise awareness on the subjects in the last 2011 meeting of the Council. Speaker: Norman de Paula Arruda Filho.
Location: Curitiba
Date: December 9, 2011

1st PRME Latin American Meeting. The event gathered educational institutions and Latin American companies to discuss the training of professionals who are aware and able to lead the necessary transformations for a new economy based on sustainable values. At the invitation of the Head of the PRME, Jonas Haertle, Arruda Filho participated in the opening panel 'Corporate Education in Latin America – Diverse Perspectives'. Speaker: Norman de Paula Arruda Filho.
Location: IAE Business School, Buenos Aires, Argentina
Date: December 6-7, 2011

From left to right: Jonas Haertle (Head of PRME Secretariat), Norman Arruda Filho (ISAE/FGV's CEO) and Miguel Gutierrez, member of the Telefónica International Council

Institutional Participation

ISAE, through its managers, is member of the following initiatives:

- Curitiba Forum on Climate Change, promoted by Curitiba City Hall
- UNIETHOS Council – Education for Social Responsibility and Sustainable Development
- Editorial Board of Gestão Magazine – ISCTE/INDEG
- Participant of the GT Ethos to develop ISO 26000
- Board of Directors at UNILIVRE – Paraná Free University of Environment
- Higher Board at Paraná Commercial Association
- Coordinator of the Education Commission of the Global Compact Brazilian Committee
- Editorial and Training Board at National Association of Entities Promoting Innovative Enterprises (Anprotec)
- Strategic Council at the Institute Christiano Becker: Innovation and Entrepreneurship for Brasília (DF)
- Council and Board of Directors at Paraná Network of Incubators and Technology Parks
- Project Evaluation Committee at Araucaria Foundation
- Appraiser Board in the 9th edition of the Ethos Value Award, contest for professors and students on Corporate Social Responsibility and Sustainable Development, São Paulo
- Appraiser Board in the 10th edition of the Ethos-Value Award, contest for professors and students on Corporate Social Responsibility and Sustainable Development, São Paulo
- Advisory Council of the Free University of Commerce, Curitiba
- Appraiser Board at the Start-Up Lab, event of the Global Entrepreneurship Week that allows social business entrepreneurs to test their business ideas, Curitiba
- Thematic Chamber of Commerce and Technology of Paraná State Secretary for 2014 World Cup Issues
- Service and Citizenship Council of the GRPCOM Institute

The Paraná Council of Corporate Citizenship of the FIEP Sistem was created in December 2004 with the mission to gather entrepreneurial skills to promote the sustainable development of Paraná. It offers support mechanisms to companies that have an interest in investing in the environmental area, consultancy on private social investment and support to the formation of entrepreneurs committed to the Global Compact Principles and the Millennium Goals. ISAE's CEO was invited to participate on the Council's Board of Directors.

Londrina Development Forum

The Forum is a movement created by law-decree, composed of organizations and people from various segments. It aims to unite society and mobilize community towards the sustainable development of the city of Londrina and region, through permanent activity to prospect for the future and strategic planning. The forum launched the publications Londrina Development Indicators Manual (with statistical data updated annually) and a specific studyon 'Adolescents in Conflict with the Law – prevention, educational measures and reintegration'.

Awards

ISAE awarded at the FGV Associates Meeting

ISAE was awarded in the category Innovative Practices in the 6º Encontro das Coordenações e Conveniadas da Pós-Graduação de Administração de Empresas da FGV. The event intended to gather all accredited institutions in Brazil and discuss the best actions taken in each place. ISAE was awarded for the public presentation of Course Conclusion Works, that is composed of a table with the guiding professor, the academic coordination and a professional from the market.

ISAE Students Win Business Games

Students from ISAE Londrina won the Business Games promoted by Fundação Getulio Vargas. To enhance the strategic vision of graduate students in Business Administration, FGV organizes annually a contest for its students around Brazil. The competition uses the business simulation software Strategy, which creates a real challenge for students to solve.

utiliza um software de simulação empresarial, o Strategy, que monta um desafio real de mercado para que os alunos solucionem.

Students Barbara Vasconcelos, Jessica Gabriela, Gustavo Baba, Leandro Chiarotti and Marina Viotto, from the postgraduate group at ISAE/FGV Londrina, under the guidance of professor Ricardo Prochet, were the great champions of the Business Games, competing with more than 230 teams in Brazil.

ISAE receives the Quality in Management Award

In November 2011, ISAE was awarded the Prêmio Paraná of Quality in Management, offered by the Brazilian Institute of Quality and Productivity (IBQP). During the ceremony, the institution received a plaque of recognition for the 'Commitment to Excellence' – category that recognizes organizations that adopt practices established by the Management Excellence Model (MEG) of the Brazilian Foundation of Quality (FNQ).

The award was given to the ISAE's CEO, Norman de Paula Arruda Filho. ISAE's practices such as Strategic Planning, Responsibility and Sustainability Center, Internal Quality Audit, ISAE TV, Evaluations (disciplines, professors and infrastructure), Training and Development of Employees, Labor Gymnastics, among others, have been assessed and recognized. The institution reached 250 points.

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