



REPORT ON THE IMPLEMENTATION OF THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION



PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

**PRME SHARING
INFORMATION ON
PROGRESS**

REPORT 2018-2019

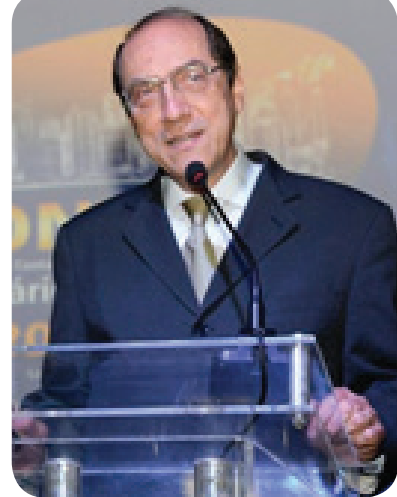
SUMMARY

FEAUSP COMMITMENT	4
Introduction from the Dean	4
Words from the FEAUSP's PRME Representative	5
EXECUTIVE SUMMARY	6
THE UNIVERSITY OF SÃO PAULO	7
THE SCHOOL OF ECONOMICS, BUSINESS ADMINISTRATION, AND ACCOUNTING	8
The vision of FEAUSP	9
The mission of FEAUSP	9
The principles and values of FEAUSP	9
OVERVIEW OF FEAUSP PRACTICAL ACTIONS 10	
Principle 1 – Purpose	10
Principle 2 – Values	12
Principle 3 – Method	14
Principle 4 – Research	17
Principle 5 – Partnership	19
Principle 6 – Dialogue	22
FEAUSP ADVANCES IN 2018-2019 REGARDING PRME PRINCIPLES	25
FEAUSP FUTURE PERSPECTIVES TOWARDS PRME PRINCIPLES	27

FEAUSP COMMITMENT

INTRODUCTION FROM THE DEAN

Moreover, since 2015, FEAUSP has become a Principles for Responsible Management Education (PRME) signatory, what underpins our commitment to act as a positive and constructive influence on our stakeholders, mainly our students, faculty, employees, and community. Since then, we have also encouraged other academic institutions to adopt and support the same principles.



We believe that we need to develop leaders who would be able to integrate both the economic growth and the sustainable development in any environment, either inside our school or in any other organization. Furthermore, we are certain that this starts with the education guided by the same principles the PRME initiative has been disseminated.

To achieve this goal, we are more and more committed to improving the Responsible Management Education, especially in our Management courses. This is our first report presenting the actions that have been achieved so far, and we do expect to accomplish even further outcomes in the near future.

Sincerely,

*Professor Doutor Fabio Frezatti
Dean School of Economics, Business Administration, and Accounting
University of São Paulo – Brazil*

WORDS FROM THE FEAUSP'S PRME REPRESENTATIVE

Since 2015, the School of Economics, Business Administration, and Accounting of University of São Paulo (FEAUSP) has been a part of the PRME initiative. In these last four years, we could notice that we had many signs of progress towards the PRME principles, as we present in this report and the previous one, our first one. Nevertheless, we still have many steps to take to reach what we consider as an ideal condition in terms of responsibility, sustainability and ethics in every activity performed in our school.

Thinking about the future and the challenges that we are going to face, we plan to develop and/or consolidate the best practices that can be performed in a Higher Education Institution context. Several actions can be done, especially regarding the integration of the different levels of our structure, for instance, among the departments, the university itself and also reaching out to all our stakeholders, mainly students, faculty, employees, and community. More information on our two-year planning can be seen on the last pages of this report (please see on page 26 “FEAUSP Future Perspectives Towards PRME Principles”).

We hope that our past, present and future actions can inspire our people and stakeholders to adopt the PRME principles and keep engaged to them. We believe these efforts can make the difference to reach economic, social and environmental development we so much desire and need.

Sincerely,



Flavio Hourneaux Junior
PRME Representative

School of Economics, Business Administration, and Accounting
University of São Paulo – Brazil

EXECUTIVE SUMMARY

The University of São Paulo (USP) is the largest university in Brazil. USP is a public university maintained by the State of São Paulo and offers 183 undergraduate courses, with more than 58,000 students and 239 postgraduate programs, with about 30,000 students. USP is responsible for over 20% of Brazilian scientific production. Currently, USP is the 23rd most sustainable university in the world and the best positioned Latin American institution, according to the GreenMetric ranking 2018.

The School of Economics, Business Administration, and Accounting of the University of São Paulo (FEAUSP) is a national and international reference in the areas it covers: economics, management, accounting and actuarial sciences. The vision of FEAUSP is “To be a leader in the excellence of teaching, research and outreach in Economics, Administration, Accounting and Actuarial sciences in a way referenced by international standards. Ensure continuous improvement of teaching and the adoption of innovative policies for contemporary social issues” and its mission is “Fostering progress in teaching, research and outreach in Economics, Business Administration, Accounting and Actuarial Sciences, referenced by international standards, contributing to the formation of competent and ethical professionals and researchers for the continuous development of society.”.

FEAUSP’s strategic planning is aligned to meet the six PRME principles. Besides, this report shows how this alignment has been achieved throughout the six principles in the last years, emphasizing the actions already consolidated in the previous report and presenting the most recent initiatives related to PRME.

For the next period, we aim to enhance the adhesion to the principles even further, mainly referring to a sounder integration to other levels of the university and the society, more effective communication with our stakeholders and a more extensive alignment between FEAUSP’s actions and the United Nations Sustainable Development Goals (SDGs).

THE UNIVERSITY OF SÃO PAULO

The University of São Paulo (USP) is the largest university in Brazil. Created in 1934, USP is a public university, maintained by the State of São Paulo and linked to the Secretariat of Economic Development of this state.

USP offers 183 undergraduate courses, dedicated to all areas of knowledge, distributed in 42 teaching and research units, with more than 58 thousand students. In the postgraduate level, there are 239 programs, with about 30,000 enrolled students. In terms of scientific research, USP is the most prestigious higher education institution in the country. Currently, it is responsible for over 20% of Brazilian scientific production.

USP is the 23rd most sustainable university in the world, being the best positioned Latin American institution, according to the GreenMetric ranking 2018, a global network that brings together universities from across the globe to discuss projects focused on environmental sustainability (see Figure 1). In all, 719 institutions from 81 countries were evaluated by the ranking, being 64 universities in Latin America.



Figure 1 – Media highlights on USP's position in GreenMetric ranking 2018

Some initiatives show how USP has accomplished this position. For example, the recent approval of the USP Environmental Policy, through a process that engaged the whole USP community, in its different campuses. Other initiatives are described in the following pages of this report.

¹ <https://jornal.usp.br/institucional/usp-e-a-universidade-mais-sustentavel-da-america-latina/>
<https://epocanegocios.globo.com/Brasil/noticia/2019/01/usp-e-eleita-universidade-mais-sustentavel-da-america-latina.html>

THE SCHOOL OF ECONOMICS, BUSINESS ADMINISTRATION, AND ACCOUNTING

The School of Economics, Business Administration, and Accounting of the University of São Paulo (FEAUSP) is a public institution of teaching and research worldwide recognized for the excellence of its academic production and its courses, both undergraduate and postgraduate. With more than 70 years of existence, the FEAUSP was created to prepare professionals in administration, economics, accounting, and actuarial sciences to meet the needs of the great centers of Brazil, which had just emerged from the Second World War and underwent a process of democratization of the economy. Its initial goal, which remains to this day, is the training of professionals who contribute and make a difference in society in a positive way.

Decades after its creation, FEAUSP is a national and international reference in the areas it covers. Levelling its activities by the high standards of the University of São Paulo and combining knowledge about the Brazilian reality with the recommendations and methodological expertise of the most renowned international institutions, the school is prominent among the others in the developing economists, administrators, accountants and actuaries.

The contribution of FEAUSP alumni to the development of Brazilian society has been proof of the quality of their courses. Both in public and the private sector, FEAUSP alumni have gained renown, acquiring great importance as business professionals and as faculty from other institutions.

In pursuit of constant innovation and modernization, FEAUSP counts on a unique faculty, made up of doctorate professors, almost all having international works and with a vast knowledge of research. Thus, faculty reaches the objective of always being a reference in excellence in the development of students in an integral way, also generating new methods of teaching and research, with the continuous recycling of faculty and curricular structure.

FEAUSP students also have the opportunity to have contact with the most significant international educational institutions in the areas of economics, administration, and accounting, as the faculty always maintains and seeks to expand agreements with renowned institutions worldwide. This fact encourages the exchange of ideas and the joint production of knowledge, as well as generating significant opportunities for students.

The relationship with the civil society of the country is not forgotten: FEAUSP always seeks to strengthen these relationships, with outreach projects that reach all sectors of society, both public and private, especially with poor communities.

THE VISION OF FEAUSP

To be a leader in the excellence of teaching, research and outreach in Economics, Administration, Accounting and Actuarial sciences in a way referenced by international standards. Ensure continuous improvement of teaching and the adoption of innovative policies for contemporary social issues.

Vision dissemination is cascaded to each department and committee and also aligned with the students' bodies, also play an essential role in spreading the vision. Academic and administrative managers are multipliers of information.

THE MISSION OF FEAUSP

Fostering progress in teaching, research and outreach in Economics, Business Administration, Accounting and Actuarial Sciences, referenced by international standards, contributing to the formation of competent and ethical professionals and researchers for the continuous development of society.

The mission is widespread among faculty in the three Departments and several commissions of the undergraduate and graduate programs, research, culture and outreach and international cooperation, and consequently disseminated to our staff and students. Academic and administrative managers are multipliers of the information, while students' representatives in the school committees, aligned with the students' bodies, have an essential role in mission dissemination.

THE PRINCIPLES AND VALUES OF FEAUSP

The principles and values of the FEAUSP's community are:

- Be guided by ethics, truth, justice and transparency.
- Always strive for excellence, valuing big and small ideas.
- Support the development of both personal and creative potential.
- Learn by knowledge and experience.
- Encourage constructive critical thinking.
- Have an innovative and entrepreneurial posture.
- Look from a global perspective.
- Be committed to economic, social and environmental development.
- Conduct research that generates academic, economic and social impact.
- Respect people and their individualities and diversity.

OVERVIEW OF FEAUSP PRACTICAL ACTIONS

For the period 2018-2019, FEAUSP has had several aspects related to the PRME principles. These aspects are organized and listed below by each PRME principle. This classification occurs only for reporting purposes since they are interconnected, and one depends on the other.

PRINCIPLE 1 – PURPOSE



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.

Both FEAUSP's vision and mission emphasize the importance of PRME-related issues in the statements. The vision of FEAUSP is "To be a leader in the excellence of teaching, research and outreach in Economics, Administration, Accounting and Actuarial sciences in a way referenced by international standards. Ensure continuous improvement of teaching and the adoption of innovative policies for **contemporary social issues**". And its mission is "Fostering progress in teaching, research and outreach in Economics, Business Administration, Accounting and Actuarial Sciences, referenced by international standards, contributing to the formation of competent and **ethical professionals and researchers for the continuous development of society**."

Besides, FEAUSP, as a part of our university, follows the strategy defined by the USP as a whole. Within its autonomy, between 2018 and 2022, FEAUSP has set its strategic direction. The goals and planned actions of this plan consist of:

1. Search excellence and protagonism in the three University pillars:
(a) Teaching, (b) Research, and (c) Outreach.
2. Pursue course updates, both in technological and socio-environmental terms.
3. Expand partnerships within the Unit, the University, the Country and the international environment.
4. Improve the relationship and communication with various sectors of society.
5. Promote actions for the enhancement of undergraduate, postgraduate, research and extension.
6. Encourage and value interdisciplinary and interdepartmental activities.
7. Emphasize fundraising.

8. Watch over the institutional image.
9. Adapt, strengthen and develop the workforce and the material resources.

These strategic goals are guidelines for FEAUSP strategic initiatives. They can also be aligned to the FEAUSP sustainability approach, mainly to the PRME principles. Table 1 shows the alignment between the PRME principles and the FEAUSP strategic goals.

Table 1 – FEAUSP's strategic goals alignment with the PRME principles

PRME Principle	FEAUSP strategic goal
1 – Purpose	1, 2, 3, 4, 5
2 – Values	3, 4
3 – Method	1, 2, 5, 6, 9
4 – Research	1, 3, 4, 5, 6, 9
5 – Partnership	3, 4, 5, 6, 7, 8
6 – Dialogue	3, 4, 8

According to this analysis, we can notice the compatibility among FEAUSP strategy and the PRME principles. This evidence is important because we can expect a stronger synergy between these two approaches.

PRINCIPLE 2 – VALUES



Principle 2 – Values

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

As outlined before, FEAUSP provides a broad range of Undergraduate and Postgraduate courses. The concept of the sustainable values influences both courses, besides other initiatives, for several stakeholders. In our context, in addition to the issues related to teaching and linkage with society, which will be mentioned in other principles, FEAUSP's courses require ethical values, promotion of human rights, equality, and solidarity. Below we report some initiatives and practices that have been carried out in this regard.

There is a **Code of Ethics** at USP, which was created in the year 2001 (Resolution nº 4871, from October 22, 2001). This code is released to students in the Student Handbook and also at the website www.leginf.usp.br/?resolucao=resolucao-no-4871-de-22-de-outubro-de-2001. The Code of Ethics of USP was created to “guide human relations in the scope of the University of São Paulo (USP), having as postulates the right to research, pluralism, tolerance, autonomy in relation to political powers, respect for academic integrity of the institution, as well as the duty to promote the principles of freedom, justice, human dignity, solidarity and the defense of USP as a public university.

Regarding human rights, since the end of 2014, the **Human Rights Commission** of USP has centralized initiatives and policies regarding denouncements of discrimination and violation of rights in the University. The commission monitors the openings by USP units and agencies and receives assistance from the USP Attorney General's Office, Ombudsman's Office, Superintendence of Security, Physical Space and Information Technology, Nucleus of Violence Studies, Rights Center and centers in the units to carry out this work. The Human Rights Booklet at the University of São Paulo was created by the Commission in partnership with the Pro-Rector of Undergraduate Studies at USP and is also disclosed in the Student Handbook. Some information is available at the website <http://sites.usp.br/direitoshumanos>.

It is worth mentioning that the University of São Paulo has as its first purpose the promotion and development of all forms of knowledge, through teaching and research. The performance of this mission presupposes freedom of expression so that everyone can present and defend their ideas. For this reason, the academic environment demands deep respect for the divergences, which must coexist through the exchange of experiences and knowledge - that is, of dialogue, being widely stimulated.

Equality, solidarity, promotion, and respect for human rights are values that also guide the actions of USP Diversidade (Diversity Program), a program of the Pro-Rector of Culture and University Outreach. One of the main commitments of the initiative is to implement preventive measures against discrimination, abuse, and violence at the Freshman Reception Week. On the USP Diversity website (<http://prceu.usp.br/trote-nao/>), it is available what is legal and healthy for first-year student integration and what should not be accepted in any way. Being forced to drink alcohol or suffering humiliation, for example, are unacceptable attitudes and should be reported, not only during the reception but throughout the student's life at USP. Discrimination, violence, and harassment will not be tolerated. In addition to the site, stu-

dents can also contact USP Diversity by email (diversidade@usp.br) or by telephone.

Specifically, for women, USP has the **USP Women's Office**, which is responsible for the “This has to stop” campaign. The idea is to stimulate a change of behavior and call attention to the importance of reporting aggressions against women. The project came about because USP was one of the ten universities in the world, the only one in Latin America, chosen by UN Women to join the movement *ElesPorElas* (HeForShe), with the commitment to act in the fight against gender inequality and violence. In addition to campaigns, USP Women also organizes seminars and activities, such as a women's self-defense class, and has already carried out actions such as the mapping of lighting at USP's campus in Butantã area.

Also, **transvestites and transsexuals** have the right to be treated by their social name, that is, the one that reflects their gender identity and does not correspond to the one on their official register. Therefore, the diploma, school history, card, certificates and statements of the student at USP may come with the social name, if requested. The request must be made in the Graduation Sections of each unit.

In this sense, FEAUSP has several student bodies that allow students to develop **extracurricular activities**. For example, the **Centro Acadêmico Visconde de Cairu** (CAVC) is a FEAUSP students' body that organizes events, lectures and courses organization. They recently created some initiatives, for example, the Front of Women. Since business administration is still a predominantly masculine environment, this Front acts to give more voice, visibility, and strength to the women. For this purpose, they work together with the university in the investigation of cases of chauvinism and are responsible for the promotion of spaces where feminist guidelines and aspects of everyday life are discussed. Recently, they organized the fourth week of diversity, together with the black, LGBT and feminist collectives of the FEAUSP. In 2019, for the third time, a woman was elected as the president of the CAVC manage for the next year of activities at FEAUSP.

Finally, about **organizational practices related to sustainability**, the School's recently made some actions concerning environmental sustainability for the rational use of consumer goods and natural resources. There was a reduction in energy consumption, resulting from the replacement of conventional lamps for economic ones. FEAUSP has also invested in water and energy-saving awareness campaigns. Devices to reduce the flow of water in automatic faucets were installed. There was a campaign to reduce the use of disposable cups, reducing solid waste and costs.

Additionally, the purchase of water in containers has decreased with the installation of water fountains. Rainwater harvesting is under analysis. Moreover, FEAUSP is part of the USP Recicla Program (Recycling Program), an important initiative that is spread all over the several campuses of our university.

About the social practices of **training and development**, to strategically empower technical-administrative staff and facilitate the development of employees and the institution, training necessities surveys are carried out annually, and the resulting information is consolidated in plans. Authorization for a training budget is based on these plans and needs. FEAUSP then organizes courses. A training program database enables the monitoring of employees' development. During the period, FEAUSP allowed the participation of employees in groups of management practice, updating events, conferences, courses, language courses, technical courses and behavioral courses.

Regarding courses and lectures, there was training on the following themes: “We Are What We Do”, “Synergy Teams”, “FEA and Inclusion”, “Oral Communication”, “Grammar and Text Production”, “Behavioral Skills for Customer Services”, with the important comprehensiveness of employees' skills. There was also an “Academic Legislation” course, and 30 FEAUSP and 90 USP staff members were trained. The course used FEAUSP infrastructure and was almost entirely conducted via video-conference.

PRINCIPLE 3 – METHOD



Principle 3 – Method

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

To prepare responsible leaders in line with PRME's philosophy, we seek to improve our range of disciplines, cross-curricular themes, methods used in the classroom, student evaluation, and educational infrastructure. Moreover, in our understanding, the student's awareness of socio-environmental issues is essential to prepare responsible leaders.

In this sense, FEAUSP has gradually expanded the offer of **subjects that deal directly or transversally with the themes related to sustainability**. As an example, the **Bachelor of Business Administration undergraduate** course currently offers students the opportunity to take 108 subjects. Of these, seven deal more directly with issues related to PRME: Corporate Governance (transparency, accountability associated with pressure for sustainable practices in the business environment), Communication, Values and Conflict Management (enabling understanding of individual and group differences, and their impact on the day-to-day of organizations), Social Responsibility and Social Entrepreneurship, Sustainable Operations Management, Sustainability and Ethics in Marketing, Philosophy, Ethics and Organizational Logic, and Corporate Responsibility and Social Entrepreneurship. Other subjects also deal with PRME issues on a smaller scale or indirectly. Although being a minor part if compared to the total, this percentage of subjects has been expanded recently, mainly by incorporating classroom discussions into disciplines not directly related to sustainability. The **Bachelor in Economics** course currently offers students the opportunity to take 80 subjects. Of these, four deal more directly with issues related to PRME: Information Economy and Corporate Governance (among other topics, dealing with the issue of corporate scandals), Economic and Social Development, Environment and Natural Resources Economics, Social Policy Assessment. The **Bachelor in Accounting and the Bachelor of Actuarial Sciences** courses currently offers students the opportunity to take 86 subjects. Of these, three deal more directly with issues related to PRME: Business environment in Brazil and global talent development, General and Professional Ethics, Integrated Reporting and Sustainability.

In our **postgraduate studies** (master's and doctoral degrees in Administration, for example) this percentage has increased, since out of the 109 subjects offered, 15 deal directly with the themes proposed by PRME: Strategic Management and Innovation for Sustainability, Management Lab: Innovative Educational Strategies, Technologies Applied to the Teaching-Learning Process, Environmental Governance, Coordination and Management of Agroindustrial Systems (among others, Sustainability in Agroindustrial systems), Business Strategies and Climate Change, Global Performance Assessment (with sustainability assessment and scorecards being addressed on this subject), Power, Culture and Change Management in Organizations, Work Quality of Life Management, Social Entrepreneurship and Socioenvironmental Business, Corporate Compliance & Ethics, Sustainable Strategic Business: Theory and Practice, Sustainability and Marketing, and Sustainable Operations Management.

Regarding the **methods** used in the classroom, in the undergraduate program, there is a predominance of lectures, supplemented with laboratory exercises, depending on the type of subject. Subjects with a more theoretical profile have student presentation seminars. In all situations, the ability to research and practical problem solving is the primary goal. There are also Problem Based Learning (PBL) methodology initiatives in elective subjects of the Accounting program. Additionally, several subjects of the Business Administration program adopt the case study methodology, as developed by Harvard Business School. FEAUSP maintains an agreement with this institution through which professors can attend the annual program on this teaching method. Some courses have also used active learning methodologies and distance learning teaching techniques. Finally, there is also an exchange of experiences with companies, since there are visits to the ones with an outstanding reputation in the best management practices. These companies' executives are also encouraged to be present at our school, like participating in lectures, case studies discussions, conferences and other events.

The **evaluation** is based on evidence and, in some cases, supplemented with work, seminars, and exercises, depending on the nature of the subject. FEAUSP is also very concerned with continuous improvement regarding educational processes and learning in the graduate program. Beyond content discussion, teaching and learning methods seek to stimulate students' critical ability in reading scientific articles. This critical capacity is stimulated through, for example, the production of reports to identify and evaluate main components that are expected of the scientific output, and may or may not be present in the form of scientific journals opinions.

A technique that is also used in the graduate program is seminars in which students introduce topics related to a given subject, scientific articles authored by international or national researchers or their own research projects. These seminars also seek to stimulate the ability of critical evaluation of students, in addition to fostering a discussion environment common to most international scientific events. In graduate program subjects, it is common to adopt communication platforms to facilitate the interaction between professors and students, knowledge management and content organization. Among these systems, USP's Moodle has been used. There is a constant concern with teaching laboratories maintenance, to keep students and professors up to the date of new education technologies, databases, and software for research work and specific analyses. All mentioned aspects are consistent with the educational proposal of the FEAUSP's graduate program, to train highly qualified professionals.

Regarding the **educational infrastructure**, all the 35 classrooms have computers, projector and internet access. The computer labs have financial and statistical software, in addition to data communication packages for the internet; all this allows professors to adopt new teaching practices, accordingly to each subject. During this period, two laboratories The concept of the sustainable values influences all programs: the collaborative learning space Design Thinking, with the aim of providing an innovative and collaborative environment, aligned with the most modern teaching techniques, giving conditions to reflection and adoption of active learning strategies; and the Teaching of Business Decisions lab, with 50 workstations (students), 1 computer (professor), wall displays, interactive whiteboard, simulation software and financial data: Economática, Thompson Reuters, CMA. This lab is intended to create a conducive environment for integration among the areas of expertise in the business environment to enable students to relate the concepts and tools in the undergraduate program.

The Accounting program has two required subjects in blended learning format, following the legislation of the Brazilian Ministry of Education (MEC). Besides, the Accounting and Actuarial Sciences programs offer five elective subjects in English with material from the University of Illinois, as a result of the Discovery Project, a partnership between the Accounting and Actuarial Sciences department with the University of Illinois.

PRINCIPLE 4 – RESEARCH



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.

FEAUSP, with the support of the Research Committee, coordinates the actions in research, according to guidelines from the Dean's Office for Research and the departments. Among the many assignments to encourage the participation of professors and students, we have **Pre-Scientific Initiation** (for High School students), **Scientific Initiation** (for Undergraduate students), **four Graduate programs, postdoctoral programs, and researcher support for fundraising from the funding agencies, public and private bodies.** Moreover, research activities in the three departments are strongly connected to faculty engagement in the graduate program. Faculty research groups are consolidated, reflecting the diversity of themes and approaches that distinguish research activities developed in the institution. This diversity can be found in a large number of research groups and research support centers, as detailed on the website: <http://www.portalfea.fea.usp.br/pesquisa>.

FEAUSP currently has the following **research groups related to PRME themes**:

Table 1 – FEAUSP's Research Groups and Research Lines

RESEARCH GROUP	RESEARCH LINES
Center for Social Entrepreneurship and Administration in the Third Sector	Strategic Inter Sectorial Alliances; Sustainable development; Social Entrepreneurship; Management of Civil Society Organizations; Knowledge Management and Organizational Learning; Governance; Social Business; Promotion of the Rights of Children and Adolescents; Social and Digital Networks in the Third Sector; Corporate social responsibility, Succession in Social Entrepreneurship; and Third sector
Economists (Brazilian Women in Economics)	The group seeks to promote the inclusion of women in the economics area
Quality of Life Management in the Work Environment	Human and Organizational Behavior; Quality of Life Management in the Work Environment; and Stress, Psychosomatics and Work
Nucleus of Socio-environmental Economy	The institutions of territorial development; Development and spatial dynamics in the State of São Paulo; Climate Economy; Economics of the Environment, Space and Urban Economics; Flow of materials in the Brazilian economy; General Equilibrium applied models; Economic Sociology; Use of biodiversity in pharmaceuticals; and Land use and development in the Brazilian Amazon
Nucleus of Studies in Accounting and Environment	Balance of the Nations; Social and Environmental Indicators; and Sustainability Reports
FEAUSP Research Group in Gender, Race & Sexuality	Gender and science, Gender and race, entrepreneurship and accounting, and Gender, race, and sexuality in higher education
PROGESA - Socio-environmental Strategic Management Program	Sustainability strategies and tools; Innovation; Integration of social and environmental aspects into business strategies; Sustainable development and Management; Sustainable Performance Management

FEAUSP's research activities are a reflection of the scale and diversity of the faculty and student body. The research activities have both theoretical and applied characteristics, considering that the two approaches cannot be separated if the goal is obtaining research quality. Research results lead to the implementation of public and private policies aimed at productive and administrative processes optimization, including economic, social and environmental aspects.

Most of the research activities are coordinated by the **four graduate programs** we have: economics, business administration, accounting, and actuarial science. Each one of them is considered as the best in their areas in the country, according to the Brazilian government agency for graduate programs (CAPES). Regarding specifically the Business Administration Department, besides the graduate program in Management (master's and doctoral courses focused on scientific production), we also have a professional master's focused on entrepreneurship.

Research projects results serve as the basis for undergraduate research, monographs, theses, PhD dissertations, scientific articles and teaching materials. Given the diversity, quality, and the amount of research is unfair to highlight one specific research at the expense of many others. FEAUSP uses the Brazilian government Qualis CAPES classification as an indicator of evaluation of scientific literature, considering the relevance of publications in the top strata. Additionally, JCR and H indexes are checked.

² Qualis is a Brazilian official system with the purpose of classifying scientific production. It is maintained by the Coordenadoria de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), a government agency linked to the Brazilian Ministry of Education. It works as a criteria of quality for publications, like the ABS list, for instance.

Principle 5 – Partnership



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.

Connections and cooperation are established among the School's departments, academic committees and academic support boards (centers, others). Articulation happens during statutory committees meetings with representatives from the three departments and student representatives. Interactions occur in teaching, research and outreach segments with the participation of students and professors in the various projects, programs, and research groups. Targets set for each of the areas have been met despite the complexity of the organizational structure and legislation.

In fact, USP's performance is based on the **teaching, research and outreach tripod**. The outreach means that as the population maintains it, USP has as one of its missions to take to society the knowledge produced here. This initiative happens in the form of events, campaigns, courses, projects, among others.

Connections and cooperation established among core activities (undergraduate and graduate programs, research, culture, and outreach) and it is important to highlight there is intense participation of professors in guidance and teaching for both undergraduate and graduate programs. Professors and students take part in research groups and outreach projects. Graduate program students attend teaching improvement program (PAE), contributing to the interaction between the undergraduate and graduate programs. When necessary, there are discussions to focus on specific projects for goal achievement.

Connection with other USP schools and agencies is given through researches performed by FEAUSP faculty. FEAUSP is part of USP's Graduate program in Latin America Integration (PROLAM) and Applied Human Nutrition (PRONUT). Until 2013, it was part of the Environmental Science Graduate Program (PROCAM) and Energy Graduate Program. In the structures of the undergraduate programs, some subjects are taught by professors from the School of Law, Institute of Mathematics and Statistics, School of Psychology, among others. Also, the possibility of studying subjects in other units of the University, for students of both undergraduate and graduate programs promotes interdisciplinarity. FEAUSP research groups and conferences actively contribute to this interaction.

Connections and cooperation are also established with other institutions in Brazil and abroad. FEAUSP maintains inter-institutional PhD programs in two of its departments. There are approximately 125 agreements with international institutions to carry out student exchange programs. Among these, some covenants provide a double degree or cotutelle in undergraduate and graduate programs (as shown in the relevant

items and on departments evaluations).

Some initiatives intended to strengthen the **internationalization** of the School's Graduate Programs. Some joint initiatives: 30% of subjects offered in English in the Master's and PhD programs; partnerships with foreign universities for research; foreign visiting professors to teach elective subjects or courses; participation in defense and qualification committees of Master's and PhD degrees; co-advising and partnerships with professors and students of the program to develop joint researches; students incentives for PhD level international interuniversity exchange programs.

International insertion is presented in the participation of several professors as members of the editorial boards and as reviewers of international journals. The internationalization of our programs is also reflected in the success rate of our master's students who apply for PhD programs abroad. However, each program has developed specific strategies. For example, the Economics program develops the postdoctoral program, which allows the hiring of young researchers from renowned international institutions, with the participation of foreign researchers.

Other initiatives deserve special mention. For example, FEAUSP has a **Junior Enterprise**. (<https://www.feajr.com/>). Junior FEA is a non-profit civil association incorporated and managed by students of the undergraduate program. It was founded in 1990 and, throughout its history, has carried out more than 300 consulting projects and 200 events. Junior FEA also counts on USP's faculty for advising the students in their projects.

FEAUSP has a **Tutorial Education Program (PET)**. PET program develops additional training projects in teaching, research, and outreach, under the coordination of a professor, especially for the Business Administration program (<https://www.petadm.com/>). With social projects, the objective of PET is to bring students and society in general through the application of higher education knowledge. One of the initiatives that this group carried out is the teaching on finances to students of public schools, where this knowledge becomes more necessary in Brazil. They teach subjects such as savings, investments, Brazilian economy and entrepreneurship. These initiatives represent our way of contributing to a better society, as well as a chance to show some of the university pathways to high school youth.

Moreover, there is an initiative called "**Cursinho da FEA**", a College admissions preparation program, offered with students' volunteer work (<http://www.cursinhofeausp.com.br/>), formed in 2000. The mission of the course is to promote social mobility through the democratization of access to the tools of preparation for entry into Higher Education. There is no tuition charge, only a tuition and enrollment fee referring to the costs of supporting material. In the year 2016, they obtained the approval of 222 students in several universities.

The **Community Service Outreach Program (PESC)** (<http://www.pesc.fea.usp.br/>) is a FEAUSP volunteer program, created in 2001, integrating undergraduate students in the three departments. The main objectives of the PESC program are to provide oppor-

tunities for students to share their acquired knowledge with society and to develop a strategic and entrepreneurial vision for their social performance in students. The students take one year to develop a social project, mainly addressing problems in NGOs. This initiative leads them to develop both technical and personal competences, as they lead to a different reality and different social actors.

PRINCIPLE 6 – DIALOGUE



Principle 6 – Dialogue

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

FEAUSP is known for the creation and dissemination of the knowledge in many areas, and the fundamentals of PRME are among those. We continually promote a series of academic events such as conferences, seminars, debates, and others fostering sustainability, responsibility, and ethics within several approaches and stakeholders.

In 2018, FEAUSP inaugurated the I Forum of Quality of Life at FEA. This Forum served to introduce the proposal to improve the quality of life of the FEASUP community - encompassing professors, students and staff - as well as being the first open channel of communication to listen to the demands and suggestions in the academic environment. With the Forum marking the opening of a new series of actions, FEAUSP is moving towards the joint construction of a path that values the well-being and quality of life of its professor, students and staff. In addition to mental health, issues of bullying and sexual harassment also focus. The question of mental health is quite relevant, given the recent cases of suicide and mental illness that have been happening with university students in Brazil and several other countries.

One of the most important regarding the PRME Principles is the **International Meeting on Business Management and Environment (ENGEMA)**, an annual event that aims to bring together researchers, professionals, entrepreneurs and public and private managers involved in new approaches to environmental management in companies. In December 2019, ENGEMA will have its XXI edition, and it is the largest thematic conference on sustainability in the country, with 350 participants, on average. For the 2019 edition, ENGEMA has 20 thematic areas. As examples, we can highlight:

1) Education and Sustainability: The theme contemplates the most diverse approaches and concepts regarding education related to sustainability. It covers topics that focus on sustainability such as: educational methodologies; practices in the academic and corporate spheres; curriculum of administration courses; social learning; organizational learning; training of teachers and students; multi, trans and interdisciplinary approaches; teaching-learning strategies; measurement and evaluation of skills developed; PRME (Principles for Responsible Management Education).

2) Entrepreneurship and Business Impact: The theme deals with theories, concepts, and

practices related to the issues of entrepreneurship and creation of businesses of social and environmental impact. It covers topics such as: new business development; social entrepreneurship; social and environmental projects; B corporations (B-Corp); social impact business; environmental impact business; BPO - base of the pyramid; Civil society organizations focusing on social and environmental aspects; sources of financing for projects and social affairs; microcredit; institutional partnerships for business and social-environmental projects; sustainable entrepreneurship and types of business; mapping of business opportunities; sustainable business models.

3) Circular Economy: The theme deals with the transition from the linear model to the circular model, as well as business models for the circular economy, product life cycle extension, processes and restructuring of production chains for the circular economy, public policies for the circular economy, among others.

The other themes addressed by the conference are: Smart and Sustainable Cities / Smart Cities, Human Rights and Business, Amazon Studies, People Management and Sustainability, Sustainability Strategy, Organizational Studies in Sustainability, Sustainable Finance, Environmental Management, Sustainability Measurement Models and Indicators, Sustainable Innovation, Marketing and Sustainability, Sustainable Operations, Sustainability Reporting and Communication, Social Responsibility corporate governance, sustainability and public policy, sustainability in economics and accounting, and other related themes (for papers which topics are not in any of the previous classifications but whose approach is within the scope of the event).

The event also contacts the creation of a Doctoral Consortium and a Master's Consortium. The objective is to promote the integration and exchange of ideas and academic experiences among doctoral students, professors and researchers from the different areas that contribute to knowledge for sustainability. Discussion activities will be carried out on projects for doctoral theses and master's dissertations, in the style of informal examining boards, made up of experienced and recognized researchers in the respective areas of submitted projects, to promote contributions to projects under development.

In 2019 FEAUSP also held with the support of British Council a researcher links workshop: **UN's Sustainable Development Goals (SDGs) - International Academic Collaboration for Transformational Industry and its Social and Environmental Impacts**. The workshop aimed to tackle: SDG #12 "Responsible consumption and production" (especially in the UK), and SDG#9 "Build Resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation" (especially in Brazil). From the operations and performance management perspective, industrialists are struggling to identify how can they plan and operationalize their activities according to this new agenda, and how to measure their progress towards achieving SDGs. Despite the attempts to deal with sustainability performance systematically and effec-

tively, this issue still lacks consensus and requires new approaches and methods.

This workshop gathered the UK and Brazilian academics to discuss critical SDGs challenges faced by industrialists. Through action research, the workshop moved beyond presentations and activities by providing tangible actions/measures to be proposed to industrialists to tackle the key pressing challenges. The workshop helped ECRs and post-docs to become established academics and to foster long-term research collaborative relationships among their groups at their home institutions.

Some of the aims of the workshop were: to foster research and international collaboration on the development of knowledge that can be used by industrialists when responding to the SDGs; to explore advances and developments in SDGs research, practice and policy, such as: concepts, frameworks and methodologies related to the measurement and implementation of the SDGs; to identify research gaps and opportunities for joint research and practice; and to increase the environmental and social impact of the research projects to be developed.

The objectives of the workshop were: to actively seek for pathways for industrialists to tackle the social and environmental dimension of the SDGs: Brazil's energy resources efficiency and the increase in the proportion of renewable sources, responsible use of natural resources, eco-efficiency, sustainable supply chains, etc.; to enhance ECRs career development: Regardless of the different country contexts, some of the challenges and opportunities are similar. Therefore, the workshop facilitated the mentoring of the workshop participants to become established all-rounded academics of the future, which in turn will have an impact in their own academic communities via teaching, supervision of projects, etc.

In 2019, FEAUSP also organized the 22nd edition of **Seminars in Business Administration (SemeAd)**, promoted by the Faculty of Economics, Administration and Accounting of the University of São Paulo (USP). The event featured lectures, scientific article presentation sessions, technological reports and teaching cases, scientific studies enhancement session, doctoral consortium, business cases, workshops, methodological mini-courses and preparation seminar for selective doctoral processes. Although the focus of the event is on management more broadly, the conference has a dedicated section for social and environmental management. Also, in the 2019 edition, there was a workshop focused on active learning methodologies and the general theme of the conference was "impact" according to several different perspectives, emphasizing the social impacts of universities.

FEAUSP ADVANCES IN 2018-2019 REGARDING PRME PRINCIPLES

In our previous report, we presented five main points as our main goals for developing the PRME principles in the period that has been concluded now. Next, we analyze FEAUSP's actions regarding these five points for the last 24 months:

- 1) Maintain, improve and expand the actions carried out and pointed out in this first report.

FEAUSP has had several initiatives that foster PRME ideas and concepts. The majority of these initiatives shown in the first report are still in operation. Some new initiatives have been implemented, for instance, new courses related to PRME fundamentals, programs to foster the quality of life of our students, among others.

- 2) Launch new courses related to Responsible Management and improve the current ones.

The four different careers in FEAUSP have introduced new subjects and courses related to the PRME fundamentals. At the moment, we are also proposing for 2020 a new subject in the Management course, called "Management of Sustainable Business" as a pilot aiming to integrate faculty from four different areas (marketing, operations, human resources and strategic management). The plan is to create others gradually.

- 3) Develop and increase faculty competences on Responsible Management.

Currently, FEAUSP has been trying to be accepted in the AACSB accreditation process. This endeavor implies that the faculty should develop roles and competences related to PRME fundamentals, mainly ethics, responsibility, and sustainability. Along this process, the prospect is to increase the importance of those competences.

- 4) Evaluate the existent learning methods and develop new alternatives.

There have been different initiatives to include new learning methods that could enhance the quality of teaching, both for subjects in general and PRME-related subjects. Distance learning and blended learning courses, problem-based learning, flipped classroom, integrated (multidisciplinary) projects are some of these initiatives already in progress.

- 5) Increase the internationalization, either through the provision of more subjects in English or through the encouragement of publication in this language to enable better collaboration with international researchers.

Following its internationalization policy, FEAUSP has implemented courses in English, both for undergraduates and postgraduates, in themes related to PRME fundamentals – responsibility, sustainability and ethics. Besides, as mentioned in the report, there have been several conferences, lectures and other events with international researchers discussing and communicating PRME-related topics, besides the publication of some of our scientific journals in English, aiming to disseminate what has been done in research regarding PRME themes.

FEAUSP FUTURE PERSPECTIVES TOWARDS PRME PRINCIPLES

FEAUSP future objectives regarding PRME principles for the next 24 months can be summarized as to:

1) Maintain, improve and expand the actions carried out and pointed out in the last reports.

As shown in the two first reports, FEAUSP has several initiatives that foster PRME ideas and concepts. We plan to enhance and improve these actions and develop new ones to adhere to new trends and needs, in the sense of continuous improvement. Faculty, students and other stakeholders are invited to help to innovate on these movements.

2) Increase the integration within departments and courses aiming more complete solutions in teaching, research and outreach on PRME-related topics.

Following FEAUSP's strategic goals, we intend to increase the integration of initiatives that search the integration of courses and activities among faculty and departments. As mentioned before, integrative courses are being launched, and some of them are related to the PRME themes.

3) Increase the integration with different instances of the university and society.

Besides an internal integration (item 2), FEAUSP will also search for a better and stronger integration with other spheres of both the university and the society in general, aiming to increase the impact of our actions to other stakeholders, especially when it comes to the PRME-related issues.

4) Enhance the communication about PRME with FEAUSP's stakeholders.

Following FEAUSP's strategic goals, we must seek to improve the relationship and communication with various sectors of society. This goal includes communication of our PRME-related initiatives. One of the plans is to map all the courses in detail and identify what has already been done and what can also be included and developed regarding PRME issues. New ways to make this communication better and more effective should be implemented.

5) Search for a wider alignment between FEAUSP's actions and the United Nations Sustainable Development Goals (SDGs).

One of the plans is to map FEAUSP's activities and identify what has already been done and what can also be included and developed regarding the United Nations Sustainable Development Goals (SDGs). As known, the SDGs are one of the most critical issues regarding sustainable development, and they can work as a guideline for our actions.



**School of Economics, Business Administration and Accounting
of the University of São Paulo**

Address:

Avenida Professor Luciano Gualberto, 908 - Butantã
São Paulo - SP - Brazil
Zip Code 05508-010
Phone: 55 11 3091-5960

Websites and social media:

<https://www.fea.usp.br/>

<https://www.linkedin.com/school/15141611>

<https://www.facebook.com/FEAUSPcomunica>

<https://twitter.com/FEAUSPcomunica>