

Meeting Objectives:

- To explore in more depth several key topics that emerged as important in our initial convening: the identification of conceptual frameworks; tools for assessment; increasing dialogue between schools and business practice and innovations in curriculum development;
- To share learnings and collaborate on specific individual school projects; and
- To consider the broader learning, meaning and impact of the consortium.

Thursday, January 13th

6:45 PM **Meet in hotel lobby for departure to EGADE**

7:00 PM **Opening Dinner at EGADE**

Welcome from Jaime Alonso Gómez, Dean, EGADE

Friday, January 14th

7:00 – 8:00 **Breakfast at hotel; departure from hotel lobby for EGADE at 8:15**

8:30 **Welcome and Introductions**

9:00 – 9:15 **Pilot Project Updates**

What is the most significant learning or challenge you have encountered thus far within your project?

9:15 – 10:45 **Session One: Strengthening Conceptual Framework(s)**

The Rotman TIP team will present an initial inventory of theories and models for social impact management and related concepts and some initial thoughts towards conceptual framework(s) for business leaders and business educators. Discussion questions:

- What are the strengths of the various frameworks already available? Which work best in the classroom? Where are the opportunities for new research and greater rigor?
- When we voice a need for framework(s), are we talking about something as fundamental as alternative theories of the firm, or are we talking about different ways of thinking about specific business functions?

11:00 – 12:30 Session Two: Competencies for Socially Responsible Leadership

The Ashridge TIP team will open this session by presenting an initial draft of an instrument designed to assess the attitudes and behaviours that are relevant to Socially Responsible Leadership (SRL).

Discussion questions:

- What is the purpose of this kind of instrument - assessment of learning impact through pre and post surveys, identification of curricular needs and objectives, other?
- What do these types of instruments suggest about the level at which business education can best have an impact? Is it that education changes attitudes or is it that it builds new skills that allow for new behaviors?

12:30 Lunch at EGADE, with Pilot Project Updates, Continued

What is the most significant learning or challenge you have encountered thus far within your project?

1:30 – 6:30 Session Three: In Conversation with Community

Here, the EGADE team will lead us as we visit two sights that speak to the connections between business and wider society: first, a maquila in Monterrey, the GE Toshiba Turbine Components de Mexico S.R.L. de C.V (GTTC); and second, the main campus of Tecnológico de Monterrey, where the university's Virtual University System and Learning Community Centers are housed.

The afternoon is being designed to provide us a chance to reflect on critical questions about the “fit” between what we heard this morning and what is happening “on the ground” in business and education, in the specific context of Mexico. Discussion questions:

- What are the attitudes and competencies needed by the types of institutions we are visiting? Do they “match” what we discussed this morning?
- Are there fundamentally different approaches, opportunities and challenges of social impact management and CSR, depending on local contexts? What does this suggest about curriculum development?
- What does EGADE's close connection to the community suggest about the role of the business school as an institution in the wider society? Does EGADE's experience with its low-cost MBA affect the curriculum in its more traditional MBA program?

7:00 Mexican Dinner in Monterrey

Saturday, January 15th

7:00 – 8:00 **Breakfast at hotel; departure from hotel for EGADE at 8:15**

8:30 **Opening Reflections**

9:00 – 10:30 **Session Four: In Conversation with Corporations**

Our corporate representatives will kick off by articulating some particular challenges and dilemmas that they are facing. Discussion questions:

- What is the “fit” between the frameworks and leadership competencies we discussed yesterday and the dilemmas managers are actually facing?
- Do these corporate dilemmas suggest new kinds of competencies that MBA programs could in fact be developing in their students?

10:45 – 12:30 **Session Five: Incorporating Frameworks, Competencies and Conversations**

Small group discussion question: Given what we have seen and heard yesterday afternoon and this morning, what further insights do we have about frameworks and competencies?

Plenary discussion question: What adjustments are necessary in preparation for our conversation about curriculum?

12:30 **Lunch**

1:30 – 3:30 **Session Six: Creating Curricular Framework(s)**

The Michigan TIP team will lead us in a discussion of a proposed syllabus for a dedicated course in CSR/Sustainability as a jumping-off point to broader discussions. Discussion questions:

- What does this particular syllabus suggest about what is “in” and “out” of social impact management and related topics – are there gaps in what we are currently teaching?
- Is anything “new” emerging in curriculum? Are there new topics? New positioning of these questions? Are there any new promising methodologies for delivering the content?

3:45 – 5:15 **Session Seven: Consortium Plans 2005-6**

Discussion questions:

- What was most valuable in this convening?
- What do we most want to achieve in our fall 2005 convening – in spring 2006? With a larger, public summit in fall 2006?
- What consortium-level activities might occur in between convenings?

7:00 **Closing Dinner and Festivities at Brewery Cuauthemoc-Moctezuma Company, Brewer of Tecate and Bohemia, and an important company in Monterrey’s history.**