During the week of 31 January 2022, PRME hosted the Chapter Annual Reviews, to take stock of the progress of Chapters over the last year, but more importantly to look ahead at the priorities and opportunities to come in 2022 and deliberate any foreseeable challenges. Four group reviews were conducted with three groups of four Chapters and one group of five Chapters. Two representatives from the PRME Secretariat were present for recording feedback and at least two members of the PRME Global Chapter Council (GCC) were present at each meeting. A slide deck template -- designed by the Secretariat and agreed upon by Chapter Chairs -- composed of seven slides each with a different dimension (see Appendix A) was completed by each Chapter and submitted prior to the presentations. The GCC had the opportunity to review these deliverables ahead of the presentations as well and prepare questions and suggestions. The intention with the group reviews was to promote peer learning, knowledge exchange, and collaborative action on programmatic work. The reviews also took place in parallel to or shortly following the Strategic Action Coordination (SAC) workshops with Chapters, which was a similar but more in-depth strategic development process which supported the Annual Review presentations and deliverables of those that had already or were in the process of completing the SAC.

The GCC and PRME Secretariat were highly impressed with the development of Chapter work over the last year and with the concrete, ambitious and diverse visions for the year ahead. Particularly notable were the strengthened Chapter governance structures, with many Chapters shifting from single person led Chapters to more robust participation across faculties and business schools.

Below are some of the main takeaways from the review process.

_Growth & Value Proposition (VP)_

- **Value proposition (VP):** In parallel to the PRME Secretariat, Chapters are developing more robust value propositions – helping to better to define the global VP as well as better outline their own local VP. While there is clear value in a Chapter to connect the NY office to Signatories around the world, the GCC recommended that many Chapters should focus on expanding their VPs - and others tighten them - as a strategic priority. Across all Chapters, the value of knowledge sharing was mentioned as a fundamental value proposition for all PRME activity.

- **Setting goals and expectations for Chapter offerings:** What is your most important impact on society? Sometimes less is more in terms of programmatic offerings. The GCC recommended on more than one occasion in the Chapter Annual Reviews that Chapters avoid being overly ambitious, and to focus on a clear, slim set of goals/priorities where there is high impact. One suggestion for a Chapter with a less-developed governance structure was to focus on activities which forms identity. For example, PRME Chapter ASEAN+ has decided to focus on entrepreneurship, as many active faculty across the schools are engaged in both research and education within this area. Another example is that the Chapter Nordic has experienced success with a 7.5 ECTS Ph.D. course across countries, developing an identity among young scholars. It was suggested by GCC to develop 3 key priorities for 2022.

- **Common growth-related challenges:** Do you grow through number of Signatories, activity, or through governance? Some Chapters are facing growth challenges: they have either (1) essentially reached market saturation with the traditional PRME audience in their region, such as Chapter AUSNZ and Italy with >90% market penetration of our key target audience, or (2) they are struggling to expand due to lack of awareness or desire to join PRME in the region, or (3) lack of resources on behalf of the Chapter to recruit new Signatories. It was discussed to what extent PRME Chapters should systematically start to explore integration of universities and corporate/private academies (non-degree granting) as Signatories. As a
community we have already started to explore the inclusion of other faculties - such as Engineering and the Arts - that have business cross-over, and the GCC even suggests that including different disciplines can only strengthen Chapter development. But growth in general looks different across Chapters. Some are focusing more on developing their governance structures, others on shaping PRME awareness and growing their Signatory base, and others still on building a strong portfolio of activities.

- **Addressing and re-engaging Non-Communicating Signatories**: For the largest PRME Chapters, namely PRME Chapter LAC and North America, the most evident challenge is with Non-Communicating Signatories. Signatories become Non-Communicating for various reasons, but the most common is due to faculty turnover and an inconsistent transfer of PRME duties within the institution. One suggestion is to keep a generic email on file (i.e., sustainability@school.edu) that will transfer to a new PRME responsible if a previous one leaves. Other reasons for defaulting on communication include a change in leadership which no longer prioritizes PRME commitments, or a lack of resources and/or recognition to complete the SIP Report. Another suggestion is for Chapters to support Signatories with SIP-related guidance via workshops and webinars, for example. An additional suggestion was made to pair Communicating Signatories and Non-Communicating Signatories (1:1) to foster re-engagement.

- **Low-hanging fruit**: Take advantage of ‘easy wins’ and using existing networks to build Chapter capacity. This includes giving sufficient attention to re-engaging existing Signatories before, or at least in parallel to recruiting new Signatories. Another recurrent suggestion was to review AACSB, EFMD, and CEEMAN databases for potential recruitment opportunities and/or to better understand what drives membership to similar networks. For example, Chapter LAC has established a formal partnership with CLADEA, the local leadership accreditation association. Chapters can also leverage on other regional academic forums/conferences to convene as a community and present the work of PRME to new audiences.

- **Deans encouraging Deans**: Chapters with invested dean engagement are recommended to capitalize on this high-level support and encourage their deans to promote PRME in their executive networks and among other deans, and importantly to provide support to their faculty engaging in PRME. Dean representation has been particularly fruitful for Chapter India, as showcased at their Annual General Meeting, for example, with a dedicated dean panel where deans verbally expressed their ambitious commitments to PRME.

**Collaboration & Scaling Programmatic Work**

- **Cross-Chapter collaboration can be improved**: Promoting cross-regional engagement is not always easy, evident, or a strategic priority for all Chapters. Spaces such as the Annual Reviews, Chapter Chair Meetings, the Global Forum, and the Global Chapter Forum, offer opportunities to connect, share interests, and set collaboration in motion. There are numerous examples of successful collaboration between Chapters, including webinars, knowledge exchange for developing governance structures and election procedures, and more.

- **Don’t reinvent the wheel**: Coordinate efforts with other Chapters or use existing models for activities or governance practices, for example. The GCC sensed the helpful spirit among Chapter Chairs in reaching out and supporting each other with advice and practical guidance.

- **Global Compact Network collaboration and alignment**: With the UN Global Compact shifting into a new non-business policy, where PRME will become the new single-entry point for academic engagement with the UN Global Compact/PRME, it is more important than ever to build bridges with the Global Compact networks and develop a close relationship. One of the largest benefits that academic institutions see in PRME is engagement with the private sector. PRME Chapter UKI presents an excellent example of well-established collaboration with their GC Network, where a Board member of the GC Network UK sits on the PRME Chapter UKI Advisory Committee and vice-versa.

- **Scaling local initiatives**: The Student Ambassador Program is a quality example. PRME Chapter LAC piloted this program and PRME Global Students is looking to scale this through other Chapters. It is, so far, a proven
method to raise awareness about PRME in the student body and advocate for student agency. The PRME Working Groups are also a great way for faculty across regions to connect on common interests in thematic issue areas and scale the work and research they are doing at an institutional level to the global community.

**Governance & Representation**

- **Governance:** Governance structures vary between Chapters and across the respective Chapter Journeys. Governance is not a ‘one-size-fits-all’ and experience across regions suggests that some Chapters are highly functional even in a transition phase where the Chapter governance is more informal or organically formed. Chapters often look to each other for guidance on governance matters. One suggestion, among many possibilities for governance structuring, was to ensure student representation on the Chapter Steering Committee.

- **Managing resources and responsibilities:** Resources, especially human and financial, are also a significant factor in how well Chapters can conduct activities and create impact. In terms of human resources, it is encouraged that Chapter Chairs delegate responsibilities to Steering Committee members, giving additional agency and titles to members such as, for example, Vice-Chair, Secretary, Head of Engagement, Head of Programmatic Work, etc. Engaging peers within their relevant interests is reported to not only increase satisfaction and enjoyment in their contributions, but also proven to enlarge the number of activities and development of a Chapter. Numerous Chapters are progressing well under this model, and it reduces the burden placed on a single person, namely the Chair. Beginning in 2022, 10% of the collected mandatory global fee (the PRME Annual Service Fee) will be returned to the Chapters. While this may only be a small amount at first, the goal is to scale this and return as much as possible to the Chapters, a model for which the PRME Board’s Risk and Finance Committee is developing.

- **Dealing with geographically large Chapters:** A common challenge for Chapters that serve large geographic expanses is offering value to all corners of their constituency. This includes how to effectively organize meetings across time zones and how to ensure equal representation across the region. Some experience suggests that it is useful and welcomed to set up ‘local networks’ (ex. UKI Chapter Local Networks and North America Northeast participation, LAC and ASEAN+ with country focal points).

- **Avoiding dormancy:** Particularly for re-engaged Chapters, the main concern expressed by the GCC was how to avoid becoming dormant again. What can we learn from why a Chapter was previously disbanded? Consider faculty turnover, change in institutional commitment, and centralized Chapter leadership rather than delegated leadership, for example.

- **Advocacy:** Chapter advocacy could be explored further, based on the collective power of being many institutions in one Chapter with a common vision. PRME Chapter Poland has worked successfully to impact governmental action in the country, for example.

In 2021, the PRME Secretariat and the GCC focused heavily on establishing new Chapters and re-engaging dormant Chapters. In 2022, the PRME Secretariat and GCC will shift to focusing on capacity-building for existing Chapters and supporting the influx of new Signatories from UN Global Compact under their non-business policy.

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**Appendix A** – Chapter Review Deliverable (the slide template deck 7 slides)

1. Organigram
2. Election/appointment process
3. Activities and developments in 2021
4. Outlook and goals for next year
5. General strategic direction: What do you want to achieve in the short term? What do you want to achieve in the long term?
6. Global narrative & key figures
7. Value Proposition

Appendix B – PRME Transformational Model

Referenced during Annual Reviews as a helpful resource: PRME Transformational Model