2023 PRME Chapter Annual Reviews
6 - 9 February

During the week of 6 February 2023, PRME hosted the second annual Chapter Reviews, to take stock of Chapter progress on goals set forth in the 2022 CARs, but importantly to look ahead at the priorities and opportunities to come in 2023. Four group reviews, of four Chapters each, were conducted. Several members of the PRME Secretariat were present and at least two members of the PRME Global Chapter Council (GCC) were present at each meeting. This year, the PRME Secretariat also extended an invitation to the Viva Idea team, who were responsible for conducting the Strategic Action Coordination Process (SAC) over the last two years, so that they could capture additional information on Chapter development and objectives to support the compilation of the SAC databank and overview.

A slide deck template composed of nine slides - compared to last year's seven - 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 slide submissions also serve as the Chapters' contribution to the 2022 PRME Annual Report, where Chapter highlights will be identified across the report.

The intention with group reviews is to promote peer learning and knowledge exchange, address common challenges, and identify collaboration opportunities. The GCC and PRME Secretariat prepared their feedback in three categories of commendation, clarification, and recommendation. The main outcome of the 2023 CARs was a deep sense of admiration and appreciation for the progress that Chapters have made over the last year and for a successful and improved learning experience of the CARs.

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

Programmatic Work

- **Chapter foci:** Each Chapter has identified its strengths in one or more areas over others. Some Chapters have a clear focus on faculty development, some on education and teaching, and others on research. This focus defines the dynamics within the Chapter and how they define success. Some Chapters have decided that engaging in existing activities where they can promote the PRME membership and brand is more valuable than creating new programs or activities in the early stages of Chapter development.
- **(i5):** A significant difference in the 2023 CARs over the previous year is the clear ambition and focus on i5 engagement. We can already see i5 being an inspiration in the classroom and we are seeing a crossover of key PRME constituencies engaging with the project via the ExPeGs, the Champions, and the Working Groups, for example, for a

multiplied impact. The i5 has inspired local workshops, communities of practice, and pedagogical contests, among others.

- **Student engagement:** In addition to assigning student engagement focal points at the Chapter leadership level, there has been a visible increase in student-centered and student-led work at the Chapter level. PRME Global Students has emerged as a key component of the value proposition for Signatories and Chapters, particularly through the PGS Ambassador Programme, student competitions (e.g., PGS Sustainability Awards), and student leadership on the PGS task forces.
- **PRME World Tour: Research Paper Development Workshop:** While all experienced the workshops in different ways, the Chapters that have so far engaged in the PRME World Tour (Brazil, ASEAN+, North America, and France Benelux) are in agreement that the offering had a high return on investment. There was deep appreciation for the Organizing Committee of journal editors, the mentors, and in particular the Chapter leadership that stepped into lead organizing roles. Funding from the Chapter Development Fund could be used to support travel for authors or mentors attending in-person workshops.

Governance

- **Having a formalized Steering Committee and assigning specific roles:** One suggestion from the GCC was to delegate roles and responsibilities to Steering Committee members that align with the strategic objectives of the Chapter. The burden of outreach, activities, and student engagement should not rest solely on the Chapter Chair, so defining "Heads" or responsibles for specific areas creates a practical and clear division of labor. The titles assigned to the Steering Committee can be created in response to specific Chapter needs and give a sense of agency over areas of work. PRME Chapter Middle East has defined a Head of Faculty Development and PRME Chapter ASEAN+ has defined a Head of Research & Education, for example, and several Chapters are assigning a Head of Student Engagement. National focal points for Chapters that cover multiple countries is also recommended and proven successful in Chapters such as Eurasia and CEE. Overall, there was positive recognition for the formalization and renewal of many Steering Committees, showing significant progress on governance over the last year.
- **Subcommittee structures appear to have good results** in more mature chapters and have been adopted by emerging Chapters as well. The experience and outcome of this type of structure could be shared in upcoming reviews to increase our understanding of the type of Chapter structure that best supports development.
- **Challenges remain in terms of rotation of Chapter representatives or Steering Committee Members** as the engagement of Chapter members continues to be limited, in most cases, to one point of contact per institution or a reduced number of active Signatories. Re-election guidelines may need some revision.

Resources

- **Funding**: 2022 was the first year that funding facilitated by the Secretariat became available to the Chapters, via the i5 funds and the Chapter Development Fund (CDF). The delivery of funds is currently still in progress, but many Chapters have set up a clear plan on how they plan to use the funds. Some of the main areas of funding allocation include for administrative assistance, travel, honorariums, material, workshops, and reimbursement for other Chapter-related expenses. MoUs for the i5 funding are for the most part in place in collaboration with a Chapter member or a Global Compact Local Network. MoUs for the CDF are currently being developed and will be signed with a Chapter member institution of the Chapter's choosing.   These will have clear accountability mechanisms.
- **Capacity: resource constraints, both human and financial:** There is a consistent challenge with capacity, whether it is the delegation of tasks, the high rate of faculty or PRME lead turnover, or lack of access to immediate funding for communication or administrative support, for example. Sometimes, it is due to red tape and other times it is due to the fact that those dedicated to PRME often go unrecognized for their work in their professional trajectories. Aside from the bureaucratic difficulties of sending financial resources from the Secretariat to the Chapter, how can the capacity issue be resolved, at least in part? The GCC recommends delegation wherever possible, larger Steering Committees (in some cases) with specific duties, focusing on fewer but equally impactful goals, and exploring capacity-building partnerships with external entities.

Other

- **Growth and non-communicating Signatories:** While each Chapter has a unique context and takes a different approach to the issue, there is a common challenge on re-engaging non-communicating Signatories. Chapter North America, for example, has put a stronger focus on retention, reaching out individually to non-communicating Signatories and taking a more personalized approach rather than putting an emphasis on new growth at the moment. How can we determine and address the root causes of non-communication? Can we survey how Signatory Members perceive the value of reporting and better support their needs? The issue of capacity and the burden of reporting is again raised, which the SIP 2.0 will hopefully appease with its new questionnaire format and knowledge sharing focus. The SIP 2.0, or PRME Commons Platform, will also allow the PRME Secretariat to identify trends and communicate collective impact.
- **Focus on partnerships:** Strategic as well as programmatic partnerships were a repeating trend throughout the Chapter Annual Reviews. There was reference to various complementary networks and organizations that are bringing added value to Chapter activities, including CLADEA, EFPA, AFAM, ABDC, EURIE, CIVIA, and AABS to name a few. We witnessed partnerships designed for outreach and engagement, fundraising, capacity-building, growth, access to the private sector, and various other reasons.

- **Value for Deans and leveraging highest executives:** A frequent question asked by the GCC was on how Chapters can better leverage on Dean support and Dean networks for growth, legitimacy, and general elevation of PRME Chapter activities. There was a challenge raised that there may be a gap in perceived value for Deans within PRME, so 1) how can we overcome this and tailor more offerings to Deans/highest executives, and 2) how can we then bring Deans closer to PRME and PRME Chapter ambitions? One example of strong Dean engagement is the Business School for Climate Leadership initiative and Deans roundtable launched by PRME Chapter Africa, with high-level commitments made and closely tracked follow up. The intention will be to bring this to other Chapters.
- **Communicating on impact:** All Chapters are making impressive strides in advancing the PRME mission, each in a unique way. A recurring recommendation from the GCC is for Chapters to dedicate additional time and resources to amplifying the impactful work that they are doing via the PRME Chapter webpages, social media, or Chapter newsletters, which a couple of Chapters, such as Chapter DACH and Chapter Iberia, have already launched. Organizing impactful work is important, but reporting on it and communicating it to the world is equally important.

Appendix A – Chapter Review Deliverable (slide deck template)
1. Global narrative & key figures
2. Organigram
3. Election or appointment process
4. Activities and developments in 2022
5. Outlook and goals for 2023
6. Strategic direction
7. Value proposition
8. Chapter highlights
9. Funding/Fundraising