

# PRME CHAPTER GUIDELINES

Adapted from previous Chapter Guidelines and existing Chapter governance documents by the PRME Global Chapter Council, PRME Chapters, and the PRME Secretariat. Special thanks to Dr. Alec Wersun for his significant contribution to the editing of this document.

December 2021

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## 1.0 Purpose of the PRME Chapter Guidelines

The purpose of this document, compiled on the basis of institutional experience, ‘best practice’ and regional examples, is to offer guidance to those leading the development of PRME Chapters. This document can also serve as a handbook for existing Chapters to consider when revisiting their Chapters’ strategies and documentation. These guidelines are intended to be used alongside the PRME Chapter Memorandum of Understanding (MoU) signed by each Chapter and the PRME Secretariat.

## 2.0 Purpose, Key Objectives and Background of PRME Chapters

PRME Chapters, a regional or national body of PRME Signatories, perform a pivotal role in rooting PRME within different national, regional, cultural and linguistic contexts, and facilitating the growth and engagement of PRME with respect to implementation of the [Six Principles](#) and integration of the Sustainable Development Goals (SDGs) in Higher Education Institutions (HEIs), especially business and management-related HEIs. As a UN Global Compact initiative, PRME is expecting that the work of the PRME Chapters and their members will be carried out in the spirit of the UN Global Compact’s [Ten Principles](#).

The key objectives of a PRME national or regional Chapter are to:

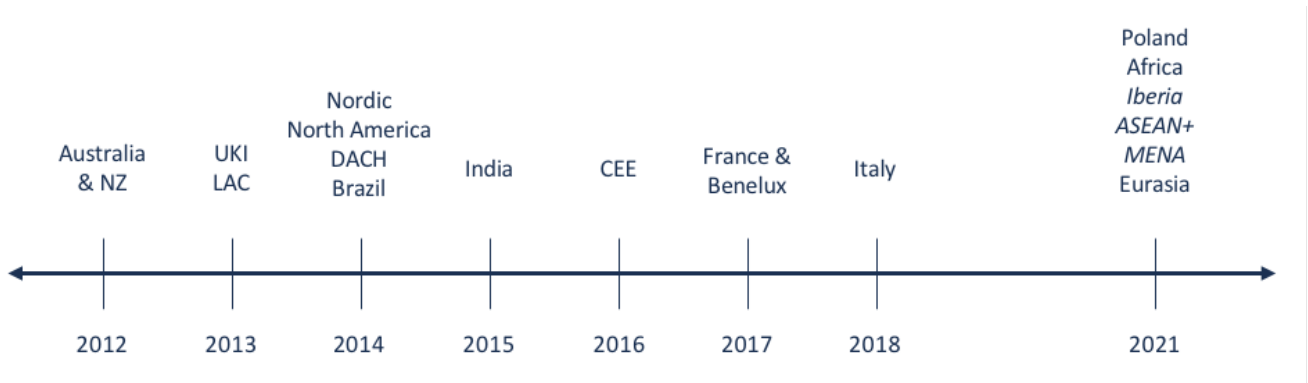
- Increase the visibility of PRME and its Signatories in a designated region, and be an advocate for responsible management education, research, and thought leadership;
- Engage all PRME Signatories in the respective area and provide a platform for dialogue, learning, and action on responsible management and leadership education, and to develop thought leadership amongst PRME Signatories in close connection with the respective Global Compact Local Networks and its stakeholders;
- Apply, develop and promote the Six Principles in the local context through systematic programming (e.g. by organising a bi-monthly webinar series on topics such as best practice on writing Sharing Information on Progress (SIP) Reports, which demonstrate impact – and on global PRME engagement opportunities with PRME Working Groups);
- Provide guidance and best practice examples of how PRME Signatories can integrate the SDGs into the curriculum, research and external engagement activities.

### *Background*

PRME has facilitated numerous local and global engagement opportunities since its inception in 2007. Following the 1st PRME Global Forum in December 2008, schools from around the world took up the call for action in support of PRME and began organising their own activities related to responsible management education. At the 2009 World Civic Forum, organised by a PRME signatory in South Korea, three schools from different countries in the region agreed to host an ongoing series of meetings to discuss the Principles. The same year, a conference in Copenhagen, Denmark addressed the role of business schools in responding to climate change.

The first Regional Meeting organised by PRME Signatories, the 2010 PRME Asia Forum, demonstrated the importance and potential impact of addressing responsible management education on a local level. Other Signatories took note and organised similar meetings in Australia/New Zealand, the Middle East and North Africa, Sub-Saharan Africa and Latin America. This approach allowed schools to gradually build support for the Six Principles and address topics specifically tailored to their context. Similar efforts followed in the United Kingdom and Ireland, different parts of the United States of America, German-speaking Europe, and Central and Eastern Europe. The development of PRME Chapters was officially endorsed by the community as an [outcome of the 3rd Global Forum](#) in Rio de Janeiro, Brazil in 2012. **Since then, PRME Chapters are considered to be the primary vehicle to drive the**

**growth and activities of the initiative around the world.** As of September 2021, there are 17 designated regional and national PRME Chapters (see Figure 1 below).



**Figure 1:** Timeline of Chapter Establishment or Re-Engagement (*Italics = re-established*)

### 3.0 National-Regional Roles and Activities of Chapters

PRME Chapters are given a mandate by the PRME Secretariat to root PRME within different national, regional, cultural and linguistic contexts. To fulfil this mandate and advance the above-mentioned key objectives (**Section 2**), Chapters are expected to:

- Organise an Annual General Meeting (AGM) open to all Chapter members to discuss the strategic direction and development of the Chapter; this may also be a Biennial General Meeting (BGM) depending on the geographical territory covered and in consideration of regional meetings within larger Chapters (e.g. North America);
- Host at least one additional annual activity on a substantial issue for PRME, for example on student engagement or research for Responsible Management Education and the SDGs, to which all Chapter members are invited. This second event can be held in conjunction with the AGM;
- Promote and encourage cross-Chapter knowledge exchange and collaboration and participate in the Annual Global Chapter Forum;
- Contribute to the PRME Secretariat Annual Report with a summary of progress, key activities, and an outlook or plan for the following year. This is separate to the Chapter Annual Review and deliverables.

### 4.0 Support to Chapters provided by the PRME Secretariat

The PRME Secretariat provides an oversight of Chapter governance arrangements, essential infrastructure and mission-critical coordination and support services to Chapters. Amongst these are:

- A core team of Secretariat staff covering membership services, promotion, events, communications. Membership services include but are not limited to:
  - reviewing applications for prospective members
  - welcoming new Signatories with a Starter Pack
  - connecting Signatories with the Chapter Chairs
  - re-engaging non-communicating Signatories
  - managing and updating the Signatory contact database
  - sending automated SIP Report and fee payment reminders
  - answering SIP content-related questions

- responding to administrative questions including how to write a SIP Report, where to submit it, how and where to submit a Grace Letter if required, and how to change contact information
- updating institution admin details for Signatory profile login purposes in the event of staff turnover
- sending logos and other digital assets to Signatories
- preparing, sending, and updating Annual Service Fee invoices
- logging payments and SIP extensions
- delisting Signatories
- The PRME Global Chapter Council (GCC) serves in an advisory capacity to the PRME Secretariat and PRME Chapters prior to the establishment of any new Chapter, during the Chapter confirmation period, and during the annual Chapter review process.
- Communications infrastructure, including the [PRME Website](#), [The PRME Blog](#), the monthly Newsletter, and access to platforms (i.e. Zoom or Hopin) for webinars and virtual events.
- Organisation and coordination of the Global Chapter Forum, bi-monthly Chapter Chair Meetings, and monthly Chapter Talks (see Figure 2 below).



**Figure 2:** Platforms and Support to PRME Chapters

## 5.0 PRME Chapters and UN Global Compact Networks

Similar to PRME Regional Chapters, [Global Compact Networks \(GCNs\)](#) play an essential role in rooting the Global Compact within different national contexts – and their distinct economic, cultural and linguistic needs. There are currently 69 GCNs, participation in which enables companies to engage with a variety of stakeholders, including other businesses, representatives from civil society, government, academia, business associations and investors.

All GCNs provide a base for jump-starting business action and awareness on the ground and are essential in helping to scale up and expand the Global Compact’s reach. Both the UN Global Compact and PRME believe that the only

way the SDGs can be achieved is through actions in local communities and countries around the world. The potential for Global Compact Networks and PRME Regional Chapters to lead the way is unprecedented – and it is for this reason that the PRME and Global Compact Boards see closer links between academic and corporate arms as a priority.

### 5.1 Existing relationships

While some relationships between PRME Chapters and UN Global Compact Networks already exist, both feel that the time is right to adopt a more strategic partnership approach if we are to realise the full potential of collaboration. This potential is clear to see with PRME having 17 Chapters around the world, with 880+ business school members with a combined reach of about 200 thousand academics and over 3 million students. At the same time, the Global Compact has 69 Networks and over 13,000-member organisations, many of which cover similar geographic areas. Examples of existing relationships can be found in **Appendix A**.

### 5.2 Pre-requisites for Global Compact Partnership Development

At the Annual Local Network Forum (ALNF) in May 2021, PRME Global Chapter Council members engaged Local Network Directors in a discussion on potential areas for future collaboration on a regional and national level. Drawing on experiences to date, discussants identified two pre-requisites for the PRME-UN Global Compact relationship to develop on the local level, and one to develop on the global level:

- The first is the need to get to know each other, learn more about each other’s activities and programmes, with a view to building a relationship, based on a clear understanding of each other’s priorities and capacities. It is clear that regional and local context matters;
- The second is to establish a framework for engagement on an institutional (as opposed to individual) level – PRME Chapter to GCNs – as a platform on which to build inclusive and sustainable member-to-member interactions and collaboration.
- For those Chapters that have not established a connection to the GCN in their area, the PRME Secretariat is in a position to facilitate an initial meeting.

Connections between Chapters and GCNs are often made via the PRME Secretariat, outgoing Chapter Chairs, or at networking events.

### 5.3 Areas for potential collaboration

In 2021, a survey of Global Compact Networks was administered by the UN Global Compact Operations Team and included various PRME collaboration-related questions. The results of this survey show various areas of potential future collaboration. For instance, 83% of respondents said that their Network would find it valuable to have more robust SDG-related educational work included in UN Global Compact’s communication; and 78% said that strengthening local work and collaboration with academic-related activities would be valuable. In terms of types of activity that Global Compact companies considered to be most valuable in their engagement with education institutions, the results were as follows:

- 23% Dialogue between business leaders and research/educational experts
- 23% Research collaborations to find solutions for specific industry or challenge
- 16% Collaborative advocacy for policy change (e.g. white papers/policy recs.)
- 15% Business contributing to thematic educational programs
- 11% Institutional partnerships & joint fundraising
- 10% Engaging with students (recruitment, internships, case competitions)

Beyond the survey, early discussions between PRME and the Global Compact suggest that Chapters may wish to explore partnership working with the UN Global Compact on the local level in the following spheres:

- Governance: through mutual membership, on a rotating basis, of each other's governance body.
- Thematic events: co-organised by PRME Working Groups and Global Compact SDG Action Platforms
- Support for improved reporting: based on capacity building measures for SIP and CoP reporting
- Providing academic research to support UN Global Compact SDG Action Platforms
- Enhancing the student experience through:
  - Inviting UN Global Compact members to speak in business school classes, and give Master Classes
  - Providing students with challenges faced by UN Global Compact members
  - Creating a framework through which students might serve as interns in UN Global Compact companies
  - Organising career fairs to provide UN Global Compact members access to PRME talent

#### **5.4 Partnership in the broader responsible management ecosystem**

Partnerships with PRME Chapters are not limited to the UN Global Compact and its networks. There are many partnership and collaboration opportunities available in the wider responsible management ecosystem. Examples can be found in the [PRME Chapter Talks](#), on the [PRME Chapter webpages](#), and in previous [PRME Newsletters](#).

### **6.0 Membership, governance and organisation of Chapters**

#### **6.1 Membership**

6.1.1 Membership to a PRME Chapter can be held only by Communicating, active Signatories of the PRME initiative based in the relevant region; this includes, but is not limited to, the timely submission of a Sharing Information on Progress (SIP) report, compliant with PRME values and rules, and have paid the mandatory PRME Annual Service Fee

6.1.2 Associate Membership may be held by membership organisations in the wider eco-system of responsible management education and responsible business.

6.1.3 Honorary Individual Membership may be granted by a Chapter Steering Committee. Invitations to become an Honorary Member may be extended to (1) retired staff previously affiliated to a PRME Signatory with institutional knowledge, or (2) a Faculty Member of a PRME Signatory based outside of the regional context at-hand, but with an extensive background and experience in said regional context.

#### **6.2 Governance of a Chapter**

The Steering Committee (hereafter SC) of the Chapter is the main governance body of a PRME national or regional Chapter. The role of the SC is to provide strategic leadership of the Chapter in the interests of all Chapter Members, in line with the mandate provided and reviewed by the PRME Secretariat on an annual basis.

##### **6.2.1 Objectives**

The SC is responsible for planning, coordinating and providing appropriate support and activities to further the aims of the PRME Initiative. The SC is accountable to its members, and its primary functions are likely to include:



- Design and maintenance of a robust system of Governance that is just, transparent and inclusive
- Provision of a range of programmes and support, to meet the needs of members
- Development of a mutually beneficial relationship with Global Compact Networks
- Promotion of the PRME Initiative to both members and non-members of PRME
- Serving as ambassadors for the Chapter and contributing to advocacy efforts including through conferences, social media, webinars.
- Holding formal meetings no less than four times annually, with normally a minimum of one face-to-face meeting
- Exhibiting strong moral character with a strong commitment to the core values of the UN (Integrity, Professionalism, Respect for Diversity)
- SC members will always exercise independent judgement in the performance of office without any regard to any connection they may have with any particular PRME member, person or organisation.

#### 6.2.2 Accountability to Chapter Members at Annual General Meetings (AGM)

- As the SC represents its members, it is recommended that an AGM be organised each year to allow the SC to present and discuss with Chapter members and representatives of the PRME Secretariat the strategic development of the Chapter.
- The AGM of the Chapter shall normally be held during the Annual Chapter Conference, with a notice and draft agenda to be circulated to all members at least four weeks prior to the date of the AGM. Members are to be given an opportunity to shape the Agenda of the AGM
- An Extraordinary General Meeting (EGM) may be held at the request of at least 20 members, who shall write to the Chapter Secretary with their names and specify the motion on which a vote should be taken. Members are to be given at least four weeks' notice of any EGM.
- The suggested quorum for any AGM or EGM shall be as follows: the election of an Office Bearer will require a simple majority, and for any decisions put to the vote requiring a simple majority the quorum shall be 25% of Full Institutional Members, with fair representation from SC members. Chapters are encouraged to publish a set of guidelines and rules for elections in the interests of equity and transparency.
- A member of the PRME Secretariat team is expected to be invited to each Chapter's AGM. PRME Secretariat in-person participation of these meetings is an important opportunity to connect with the wider Chapter membership and offers an opportunity to discuss both programmatic and strategic work with SC members.

#### Provisional Arrangements for an Emerging Chapter

Governance arrangements differ slightly for newly established or re-engaged Chapters.

Before (re) establishing a new Chapter, PRME Signatories in a region are encouraged to meet informally to discuss the possibility of inaugurating a Chapter, to garner support and gauge interest in the community.

When a substantial interest arises, it is expected that a minimum of **three PRME Signatories**, from **two or more countries** (with exceptions) will make up a **Provisional Committee**, with the primary purpose of establishing a permanent governance structure for the Chapter, including designation of a **Chapter Chair**. The Chair (and Vice-Chair if applicable) must be **full-time faculty** (with exceptions) of a **communicating PRME Signatory** and is to be agreed **in consultation with the PRME Secretariat**. The Chair and all members of the provisional committee will be offered mentorship by the PRME Secretariat and the GCC.

PRME Chapters are created with the purpose of advancing the mission of PRME, its Principles, and the SDGs within a particular geographic context. Once the creation of a new Chapter is agreed upon by the provisional committee, the PRME Secretariat, and the GCC, a **Memorandum of Understanding (MoU)** will be signed by all three parties. An inaugural Chapter event, or **foundation meeting**, will be organised by the provisional committee within 12 months



of signing of the MoU, to raise awareness of the Chapter's existence and purpose to the regional and global community. These are the sole requirements to set up a Chapter.

### 6.3 Composition of the Steering Committee

The SC may consist of up to 11 members<sup>1</sup> drawn from Signatory institutions. The SC normally requires a minimum of 51% members present at meetings to make decisions. Members may be co-opted should additional expertise be required on a time-limited basis. The work of a SC is guided by a set of Principles, to be agreed by the SC, and these are likely to include the following:

- The Chapter is committed to diversity and inclusion on its SC and will take appropriate measures to ensure fair representation
- A fair geographic distribution will also be sought to represent the broad spectrum of Signatories across all regions in the Chapter's territory
- SC members will normally be drawn from fully paid up PRME Signatory Institutions
- SC members are expected to have a deep understanding of the PRME Initiative and its Principles and are expected to commit to actively participate in the activities of the Chapter
- SC members will normally act as Academic Lead within their own organisation and are familiar with SIP Reporting
- SC members act in an honorary and unpaid capacity
- SC members will make decisions based on their experience and serve in an individual capacity without any regard to any connection they may have with any particular Signatory, person or organisation.
- At the discretion of the SC, ex-officio members may be co-opted to join the SC at any time. These may be suitable for Global Compact Network chairs. In this case, their continuing service will be ratified at the next AGM.

### 6.4 Steering Committee Nominations Criteria

Where vacancies arise on the SC, an open call for nominations will be made to all member organisations of the Chapter *at least* 6 weeks before the Annual General Meeting (AGM):

- Chapters will provide members with clear guidelines on the content to be included in a self-and/or peer nomination, the maximum word count, and to whom these are submitted with a clearly specified deadline.
- Candidates for the SC can be nominated or self-nominated; and are expected to be members of PRME signatory institutions, who are supported by their Institution to advance the PRME mission through active engagement in management of the Chapter.
- A closing date for receipt of (self) nominations should be set a minimum of three weeks before the date of the AGM, to allow for processing time and the issuance of ballot sheets if there are more candidates than vacancies.
- Elections are normally held on the basis of one vote per Chapter member Institution.

Nominations for SC membership will be processed by members of the SC, verifying active engagement, expertise, and good standing of nominees.

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<sup>1</sup>The size of the SC will be determined by the number of Signatories in the Chapter, although more than 11 members may be burdensome. Having an odd number is suggested for voting purposes.

- The SC is expected to encourage candidacies from academics with a mix of skills and experience from different geographic regions and diverse backgrounds.
- SC members are normally appointed on a 2-3-year basis and will normally serve for a maximum of two terms, to ensure a balance between SC ‘veterans’ and ‘newcomers.’
- Ex-officio membership and continuation on the SC is subject to ratification at the AGM

In the interests of transparency and inclusion each Chapter is encouraged to publish a clear policy and guidelines on election procedures.

## 6.5 Steering Committee Office Holders

The SC will allocate officers to undertake key roles within the committee including, but not limited to:

- Chapter Chair
- Chapter Vice-Chair
- Chapter Secretary (a critical coordinating role)

The SC may create additional officer roles from time-to-time depending on the needs of the Chapter and following consultation with committee members and agreement via a simple majority vote. Such roles may include Head of Programmatic Work, Head of Member Recruitment and Engagement, Head of Research, Head of Events, Head of Innovation, Head of Student Engagement, Head of Faculty Development Programmes, Competitions, etc.

*Examples:* PRME Chapter Africa names a Head of Signatory Engagement on its Provisional Committee, dealing with PRME awareness in African business schools, engaging new and existing Signatories on the continent, recruiting prospective Signatories, re-engaging non-communicating Signatories, and supporting the Secretariat with contact database management.

## 6.6 Temporary Taskforces

Temporary taskforces may be established by the SC to address specific tasks or issues and may be made up from Signatory institutions but also from external partner organisations, under the following principles:

- the SC will provide direction and guidance to taskforces by issuing a Terms of Reference (ToR)
- the SC may each nominate officers to lead and/or participate in working groups
- non-member organisations may participate in taskforces at the invitation of the SC.
- taskforces are normally accountable to the SC

## 6.7 Steering Committee Member Conduct

In the event of a breach of a SC member’s commitment or other misconduct the SC may ask a member to step down if a simple majority of SC members agree this should be the case.

If SC members no longer meet the qualification for membership (e.g they are no longer employed by a Chapter member organisation) they may, subject to the agreement of a majority of SC members, remain on the SC until the following AGM.

## 6.8 Chair Terms of Reference

The Chair of PRME Chapter must be a full-time faculty member (with exceptions) of a PRME Signatory institution, with a track record of commitment to the PRME initiative. The Chair is responsible for the leadership and facilitation of SC activities and carries out a key strategic leadership and representation role for the Chapter.

### 6.8.1 Roles and Responsibilities

- Setting the SC agenda, in consultation with the SC as a whole, and ensuring adequate time is available for discussion on all agenda items
- The promotion of a culture of openness and debate by facilitating the effective contribution of all SC members
- Ensuring the SC adopts a prompt and constructive approach to decision making
- Monitoring progress towards the timely and effective achievement and implementation of the objectives, policies and strategies set by the SC
- Ensuring effective communication with all Chapter members
- Annual updating of the Chapter development strategy through annual reporting and other communications
- Chairing the AGM including reporting to Signatories on work undertaken by the SC since the previous AGM
- Overseeing responses to communications from members to the SC.
- Ensuring ongoing strong relationships and engagement with Members
- Overseeing and building relationships with other potential Signatories, the development of relationships with Global Compact Networks and other stakeholder organisations
- Ensuring appropriate representation of the Chapter in the public domain through appropriate outreach activities
- Acting as the primary contact with other UN partner organisations on SC matters.

### 6.8.2 Appointment of the Chair / Vice Chair

- To be an eligible candidate to be the Chair, an individual must be a full-time faculty member of a PRME Signatory, with certain exceptions<sup>2</sup>, and have been a member of the SC for at least 12 months
- In the case of more than one SC member wishing to assume the role of Chair, elections are to be carried out by secret ballot amongst SC members, with an independent person appointed to collect self-and/or peer nominations, issue ballot papers, count them, and advise SC members of the outcome. This should also be done in consultation with the PRME Secretariat.
- Any person elected to be the Chair by SC members must have their appointment as Chair confirmed by approval of a simple majority of Members present during the AGM.
- Any person nominated to be the Chair is expected to obtain written support from their institution that they have its full support and will be allowed/allocated time to provide Chapter leadership and perform Chapter Chair responsibilities.
- The election process for Vice-Chair may follow that of the process for election of Chair but may differ.

### 6.8.3 Term of Office

- The Chair may be appointed for a non-renewable term of up to three (3) years following which he or she will cease to serve as the Chair but may continue as a member of the SC for a transition period of one year only to facilitate a smooth transition and handover of office responsibilities, at the invitation of a majority of SC

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<sup>2</sup> Exceptions include Lecturers, heads of centres for sustainability or CSR, or administration staff, for example, with a particular dedicated interest and proven experience with PRME

members. There may be exceptions to the non-renewable three-year term if there is a lack of interest in the community to assume the Chair.

- Experience suggests that Chairs benefit from a two- or three-year mandate in order to establish themselves and leave a lasting legacy.

#### 6.8.4 Termination of office may take place under any of the following circumstances:

- The Chair resigns their office by written notice to the Chapter SC and the PRME Secretariat
- The Chair is absent from SC meetings without leave and the SC members resolve by majority vote that the office may be vacated
- The Chair is declared by the SC and Chapter members to have failed to fulfil or be incapable of fulfilling their proper functions as Chair, as evidenced by the outcome of the Annual Review.

## 7.0 Strategic and Operational Management of Chapters

As stated, the role of the SC is to provide strategic leadership of the Chapter in the interests of all Chapter Members, in line with the Mandate provided by the PRME Secretariat. To this end, and acknowledging that local and regional context may influence the way a Chapter develops, Steering Committee members are encouraged to develop a **roadmap for strategic development**, to include the following:

- A Chapter vision and mission statement;
- Clear strategic objectives
- A clear value proposition for Chapter members
- Forward planning for a period of at least 3 years

Progress towards realisation of strategic objectives is to be monitored and evaluated by means of an **operational and annual activity plan** (e.g. overview of events, outreach activity, membership engagement through webinars, workshops, and so forth), ongoing oversight of activities and **annual reviews**.

### 7.1 Chapter Annual Review

In order to support the year-on-year development of Chapters, the SC of each Chapter is expected to present to the PRME Secretariat and Global Chapter Council an annual review of existing activities, and present plans for the forthcoming year.

A template for completion of the annual review by SCs will be provided by the PRME Secretariat, and includes the following:

- Overview of the Chapter (e.g. number of Signatories; level of PRME penetration in the country/region; number of new Signatories in current year; details of any delisted members; number of PRME SIPs submitted in current year)
- Makeup of the SC, to include inter alia an overview of SC roles, details of newly elected SC members, details of any members stepping down, and summary of any governance changes and/or challenges
- Details of previous year's activities, providing details of any events (national and local network events), competitions, Chapter publications, and details of interactions with the UN Global Compact. Events should provide a brief overview of title of event, host, number of participants – and any outcomes. Competitions should include name of the competition, purpose, participants, and winners. It is recommended that the annual review of activities includes a reflection on the year – what went well, barriers encountered, and what could be improved

- Plan for the next 12 months, highlighting SC member responsible for leading delivery, and target dates. This may include membership target; strategy for membership recruitment; strategy for member engagement; planned events; planned competitions. Strategy for deepening engagement with UN Global Compact Local Networks in the region.
- Preferably, Minutes from the Annual General Meeting (in appendix) - to provide an insight in to matters discussed with Chapter members, issues and challenges discussed, and any decisions made

It is suggested that compilation of the Chapter Annual Review unfolds over a three-month period, as follows:

October/November: SC gathers key data for the review

November/December: The review is drafted and finalised at a SC workshop

December: SC creates a maximum 10-minute presentation of key aspects of the review

January: SC submits presentation and key deliverables to PRME Secretariat as a pre-read by a given date (usually 3 weeks ahead of the presentations)

January/February: SC presents review to GCC and PRME Secretariat for feedback

February: Secretariat provides final feedback and decision to renew or postpone renewal of Chapter Mandate.

February: SC finalises review and makes plans to present it to Chapter members.

## 7.2 The Chapter Secretariat

7.2.1 As SC members serve the Chapter as volunteers, it is suggested that each Chapter establishes a Chapter Secretariat. The role of the Secretariat of the Chapter is to facilitate and support the SC and Chapter Signatories in the achievement of their objectives, through provision of a range of support services. The Secretariat will report to the SC Chair primarily and the wider SC as needed, and can be summarized as being required to:

- Maintain and develop a membership list, and membership services;
- Support maintenance of a website for the Chapter on the PRME Global platform;
- Ensure Chapter members are updated regularly on UN PRME and Global Compact developments;
- Support, and provide documentation for the Chapter and SC meetings where requested;
- Circulate the proceedings of Chapter and SC meetings, where requested;
- Liaise with other appropriate organisations and Chapters as may be required from time to time;
- Respond to queries raised by the Chapter Signatories from time to time, and signpost these to appropriate SC members.

7.2.2 While the Secretary of the Chapter is generally represented by a single person, in some cases the Secretary/Secretariat can be more than one person at the same institution, in which case the Secretariat will be hosted by a PRME Signatory that is represented on the SC (or Provisional Committee for new Chapters). In some instances, the Secretariat may also be hosted at a Global Compact Network Office and will ideally include the services of a professional administrator on a part-time basis. The services of the Secretariat will be paid or unpaid, dependent on local conditions.

### 7.2.3 Time frame of the Secretariat

- The Secretariat role may be subject to an annual performance review to confirm appropriate support is being provided to the SC
- The SC may elicit proposals to take over hosting the Secretariat with expressions of interest tabled at a SC meeting

- In cases of a single proposal, this will be accepted by the SC following a process of due diligence
- In cases of more than one proposal, presentations will be made, and a process of due diligence will be conducted. Thereafter a vote will be taken by SC members and the appointment will be decided by a simple majority.

## 8.0 The Chapter Journey: Chapters as Learning Communities

### The PRME Chapter Journey: A Development Framework

This Framework is intended to help Chapters to self-assess their impact and progress rather than define strict success criteria. As such this Framework is intended to be a source of inspiration and motivation and to help Chapters take stock of the progress they are making. The Framework is divided into four main categories: Organisation and Governance, Reach, Partnerships & Cooperation, and Impact & Development.

The Framework may be used as part of the Annual Review between Chapters, the Secretariat, and the GCC, and may help a Chapter to identify whether they can be considered Emerging, Established, or Experienced.

		Emerging	Established	Experienced
Organisation and Governance	Governance documents in place	-	Yes	Yes
	Governing Structure: Provisional Committee (PC) or Steering Committee (SC)	PC	SC	SC
	Chair, Vice-Chair and SC Members	Chair agreed by Provisional Committee/PRME Sec/Global Council	Chair and SC members elected in accordance with principles of governance in Chapter Guidelines	Chair and SC members elected in accordance with principles of governance in Chapter Guidelines
	Defined roles in the PC or SC (e.g. Office holders such as Chapter Secretary, Head of Membership, Head of Events, etc..)	-	Yes	Yes
Reach	Number of PRME Signatories in territory (% of total Schools)	<5%	Between 5% and 35%	> 35%
	Range of member engagement activities (e.g. meetings, webinars, faculty development, competitions)	Narrow (meeting only the minimum requirement of AGM plus one event)	Medium range of activities, including co-programming with UNGC Local Network	Large range of activities, including established co-programming with UNGC Local Network
	Extent of membership recruitment activities	Small	Medium	Large
Partnerships & Cooperation	Cross-Chapter Engagement (Low, medium, high)	Low	Medium	High
	Chapter member participation in PRME Chapter programme of events (e.g. Global Chapter Forum; Chapter Chair Meetings)	Participation in 4 of 6 Chapter Chair meetings and Chapter Global Forum.	Participation in all 6 Chapter Chair meetings	Provision of mentorship – buddying, with other Chapters.
	Partnership working (projects) with other PRME Chapters	None	Nascent	Established
	Chapter relationship with Global Compact Local Network	Some form of liaison established between Provisional Committee and UNGC LN	Regular liaison ongoing between PRME SC and UNGC LN (via governance structures) with some co-programming	Regular liaison ongoing between PRME SC and UNGC LN (via governance structures) with some co-programming & strategic alignment
Impact & Development	Impact (direct)			
	Impact (indirect)			
	Student Reach			
	Dissemination of PRME-related resources within Chapter			
	Goal-setting & progress (more qualitative)/ Strategic Planning	Developing an annual programme of activity	Annual program of activity (1 year)	Three year plan for strategic development
	Annual change in PRME members (+/- %)			

Figure 3: [PRME Chapter Journey: Criteria for Development Framework](#)

## 9.0 Communicating with PRME Signatories

The PRME Secretariat is responsible for welcoming new Signatories to the initiative, including through processing letters of support and entering new participants into its internal database and the PRME website. Any letters of support received by Chapters should be forwarded directly to PRME Secretariat for processing. PRME Chapters play an important role in keeping their participants informed on policy decisions, new tools, cases and best practices. Contact persons should make participants of their networks aware of communications sent by the PRME Secretariat. Chapters should remind participants to update the PRME Secretariat of any changes in their contact details.

The PRME Secretariat offers opportunities for the publicising of activities and events hosted by Chapters and their participants.

## 9.1 PRME Website

PRME showcases its latest updates, achievements and news on the PRME website, including when there is an international or network-to-network component, for example after PRME Chapter Regional Meetings, and during special occasions such as the launch of a new Working Group. The website can also be used to find information on the Working Groups and Champions. Chapter-specific pages on the PRME website will generally be in English but may contain documents in other languages. The PRME Chapters will be represented on the PRME website through a dedicated page that contains basic information about the Chapter, including main activities, governance structure, contact information, resources such as the Chapters Annual Report. **The Chapter pages will be maintained by the Chapters and their Secretaries, or Chairs, using the designated login provided to them by the PRME Secretariat. Chapters are encouraged to build and maintain their own independent website in addition to their page on the PRME website, which will contain more detailed contact and action points.**

## 9.2 Social Media

PRME Chapters can use social networking sites such as Twitter, Facebook and LinkedIn etc. Blog posts and events from PRME will be shared via the PRME Twitter, LinkedIn, Instagram and Facebook accounts to the greatest extent possible. Posts will include reference to PRME social media accounts from where they were established. Some PRME Chapters have started their own social media accounts and websites. The following options may be used by PRME Chapters to gain additional exposure at the national and Global level:

- Follow the PRME accounts so that the PRME Secretariat can take better stock of which Chapters are engaged through social media and retweet/share where appropriate
- Email the PRME Secretariat team if you are developing a special social media campaign or have an upcoming event that you would like PRME to help promote. Please provide suggested tweets and Facebook posts for review, as well as a suggested timeframe.
- Consider the use of targeted Twitter hashtags to showcase your news.

## 9.3 Logo Use

PRME Signatories may use the general PRME Logo and other PRME digital assets as provided by the PRME Secretariat for PRME or SIP-related purposes and in accordance with the [PRME Logo Policy](#). The PRME Secretariat will provide a Chapter-specific logo to each Regional Chapter in accordance with the PRME branding guidelines and upon signing the MoU accordingly. *See PRME Chapter MoU for more information on the PRME Chapter Logo use.*

[PRME Twitter](#)

[PRME LinkedIn](#)

[PRME Instagram](#)

[PRME Social Media Toolkit](#)

## 9.4 Key Contacts - PRME Secretariat and PRME Global Chapter Council

### PRME Secretariat

Mette Morsing, Head of PRME ([morsing@unglobalcompact.org](mailto:morsing@unglobalcompact.org))

Nikolay Ivanov, Manager, PRME ([ivanov@unglobalcompact.org](mailto:ivanov@unglobalcompact.org))

Sophie Kacki, Coordinator, PRME ([kacki@unglobalcompact.org](mailto:kacki@unglobalcompact.org))

### PRME Global Chapter Council



Alec Wersun ([a.wersun@gcu.ac.uk](mailto:a.wersun@gcu.ac.uk))

Dima Jamali ([djamali@sharjah.ac.ae](mailto:djamali@sharjah.ac.ae))

Christiane Molina ([christiane.molina@tec.mx](mailto:christiane.molina@tec.mx))

Morris Mthombeni ([mthombeni@gibs.co.za](mailto:mthombeni@gibs.co.za))

## 10. Appendices

### Appendix A: Existing relationships between PRME and UN Global Compact

#### *PRME and UN Global Compact Global-Level Partnerships*

At the Annual Global Compact Local Network Forum (ALNF) 2021, one global area for development was identified as institutionalizing the relationship and collaboration between the PRME Global Chapter Council (GCC) and the Global Network Council (GNC) of the Global Compact. These bodies advise on Chapter and Network impact and development, respectively, and meetings between the groups are planned to foster closer collaboration, either quarterly or biannually. The GNC is co-chaired by the Global Compact Office's (GCO) Chief of Global Operations and one of the Network GNC members.



The PRME Innovation Challenge (IC) is part of the PRME SDG Student Engagement platform led by the PRME Secretariat, engaging students and UN Global Compact participant companies. It brings together teams of interdisciplinary students from PRME Signatories around the world for a yearly challenge to work with a company partner to build sustainable business solutions addressing their Sustainable Development Goals (SDGs) / corporate social responsibility objectives.

The programme aims to connect companies with next generation innovators and entrepreneurs to catalyse corporate innovation to advance the SDGs. Participating companies will define a challenge specific to their own business and a team of students from PRME Signatories will develop a solution to the company-defined challenge.

The PRME Innovation Challenge dovetails with the Global Compact's [Young innovators Programme](#). This framework for connecting PRME students with Global Compact corporates offers the possibility of replication on regional and national levels.

#### *PRME Chapter - Global Compact Network Partnerships*

**PRME Chapter UK & Ireland:** Since 2017, PRME Chapter UKI has had a reciprocal agreement whereby the Executive Director of the Global Compact Network UK (GCN UK) sits as an ex-officio member of the Chapter Steering Committee and the Chapter Chair sits on the Advisory Group of the GCN. The main benefit of this arrangement is knowledge exchange and sharing, and an improved understanding of UNGC UN Global Compact priorities and programming. PRME UKI benefits from having a 'critical friend' on its steering committee, bringing vast experience and an external perspective, especially on governance matters. The most productive joint-programming emerging from this partnership was the launch of a [SDG Roadshow](#) in 2017, delivered, hosted by UKI PRME member business schools in 11 UK cities. Since then, the Global Compact Network UK has organised the Roadshow on corporate premises.

**PRME Chapter DACH (Germany, Austria, Switzerland):** The first step of the German Global Compact Network (DGCN) to institutionalise its collaboration with the PRME Chapter DACH has been to elect a steering committee

member as an advisory member of its own governing body. This collaboration has borne some fruit, for example, in the form of PRME's involvement in DGCN events such as the Global Goals Forum, the Responsible Management Education Research (RMER) Conference and their annual network conferences, where PRME-DACH co-organised workshops on the interaction between science and business.

**PRME Chapter Brazil:** While the Brazil Chapter has co-organised several events with the UN Global Compact Network in Brazil, in 2021 they moved their efforts of collaboration to another level, by co-creating four working groups in the areas of: Recruitment and Engagement – working on actions to promote the engagement of current Signatories and the search for new Signatories; Research – two research projects under development on the themes of SDG Ambition, and Poverty; Courses and Training – development of a course on Climate, in partnership with PRME educational institutions, for UN Global Compact Participants and the PRME network; and Senior Leadership Engagement – holding an event for Deans and Presidents of companies on science and innovation in connection with the SDGs.

**South Africa:** While there is no South Africa-specific PRME Chapter, the Gordon Institute of Business Science (GIBS) has played host to the Global Compact Network SA on its Johannesburg campus since 2018. GIBS provides office space, technology, technology support, and stationery to the GCN South Africa (GCNSA). The GCNSA also uses GIBS campus for events and meetings – board meetings, general meetings, workshops. Additional areas of collaboration are co-hosting events and working together on UN Global Compact programmes (including preparation of country level accountability reports). On request, GIBS provides guidance on fundraising initiatives and shares networks in this regard.