



Sharing Information on Progress

**SIP MARCH 2016 - MARCH 2017**

Argos Center for Innovation at EAFIT.

## Academia, organizations and governments converge in transforming themselves both inside and out



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Thinking about the role that businesses play in society means recognizing them as actors in the realm of Social Responsibility. For decades, we have turned our backs as professionals on our commitment to exercise our responsibility to lead organizations toward another path, beyond just generating economic value.

However, once we embrace the principles of Social Responsibility and Sustainability, we understand that business is a vehicle for generating wealth, not only from an economic perspective, but also from a social and environmental perspective.

Furthermore, we realize that the growth of these organizations cannot be carried out at the expense of the resources that we extract from the environment, both quantifiable and unquantifiable. On the contrary, these resources such as energy, people, culture, and the social relationships we engage in are essentially on loan to us, for the purpose of cultivating world growth and the natural evolution of societies.

That is why as a University, EAFIT has made this premise a central concern. As a group, our professors and researchers, starting in a micro-curricular way, have now grown this understanding as a way of life, grounding our entire academic process.

This has implied a mainstreaming of a vision of Responsibility, involving

both organizations and the environment into the way of thinking for both our current students and future graduates, so that it becomes natural and fluid for them to think and behave in this way as they exercise their professional roles in society. It is our hope that they be cautious in the decisions they make as they take on roles in companies both private and public within the country and the world at large, and that above all they temper their decisions by considering not just the short, but the long term; that they place the collective well-being of the society above that of the individual, and not simply consider immediate financial returns.

This process has been achieved thanks to a confluence of interests. On one hand there has been a growing dynamic within EAFIT led by groups of professors who have made connections with other departments within the university with the theme and discussions permeating naturally. On the other hand, it is evident there has been a demand for our students, who themselves are exploring and reclaiming work which is training them to take on new roles within the society.

These students are aware that they are part of a new generation, and are not necessarily in agreement with the way that organizations have operated in the past. They wish to make transformative changes and seek the

tools, knowledge, and experiences needed in order to question and understand, and to take on leadership roles within their future life processes.

This is an interesting moment we are living, in which two worlds have merged. On one hand, the professor seeks to attract students to a particular subject matter while on the other hand students seek to attract interest of their lifestyle and particular love of a subject to the professor. But when it comes to Social and Environmental Responsibility, it appears that the two wish to mutually acknowledge and support each other.

From the society's point of view there are three elements that demonstrate evidence that we are approaching the proposed standards: the first and longest in the stage is Environmental Responsibility. There is a growing awareness that we must think in the medium and long terms regarding such issues as renewable energy, the conversion of a country's energy matrixes, and the use of alternative fuels in the operation of a company's models of mobility. Finally, there must be care taken with regards to emissions and dumping by companies while implementing ample protection standards for their employees.

These are factors which show how companies are understanding, how these changes imply greater investments, and how those investments return a higher percentage in terms of the preservation of life and the environment that we enjoy.

The second, is the way in which organizations help their peers, and this has been growing exponentially. Initially, private sector support was logically geared more towards phi-

lanthropy, where they simply gave up their surpluses to a charity. But today, there is understanding that within this supply chain positive social value can be generated. In this way, they make decisions based on efficient suppliers and productive processes. They employ fair hiring practices of employees which establish programs based on the improvement of their quality of life.

Organizations have begun to see themselves as agents of change: aligning their Corporate Responsibility strategy with their business strategy so that day-to-day social changes become ingrained in daily operation.

The third in this sector consists of the understanding that an organization may be subject to changes in the sphere of public policies by aligning itself with universities and governments. Examples include a region's policies as they relate it to nutrition, education and mobility. In this way, organizations have changed, and to some extent, this has taken place and transcended the debate because of the role that academia has played.

In the area of Innovation, EAFIT has been providing consulting services and the transfer of knowledge and capacities to a diverse group of organizations related to the themes of marketing, organizational structure and organizational strategy, which has permitted them to learn and to generate transformation.

Within the framework of the alliances that the University has with the Global Compact, we are opening spaces for dialogue and agreement between organizations with which EAFIT shares common organizational experiences, capabilities and

technologies. Discussions are also taking place related to the challenges associated with the Sustainable Development Goals Agenda, and how companies can create greater capacities to address the goals or at least raise important questions related to these issues.

In this way, innovation spaces and the Global Compact have created scenarios that have been used to elucidate and make companies aware of how they may benefit by rethinking their activities associated with social action.

Finally, it should be noted that we continue with our commitment to advancing in terms of compliance with

the principles established by PRME, through the continuation of innovative teaching, research and service methodologies that allow for the integral development of Corporate Social Responsibility.

Universidad EAFIT and its Schools will continue to grow under the guidance and standards that determine a responsible and coherent educational system, through the curricular and pedagogical standards which allow for the generation of knowledge and service-oriented experiences. These new methodologies will not only be applied in the classroom but to events and activities carried out in the research arena.



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## Facts about Universidad EAFIT

### Mission

Universidad EAFIT's Mission is to contribute to the social, economic, scientific and cultural progress of the country through the development of undergraduate and postgraduate programs – in an environment of ideological pluralism and academic excellence – for the training of internationally competent people; and, with the realization of scientific and applied research processes, in permanent interaction with the business, governmental and academic sectors.

### Vision

Universidad EAFIT, inspired by the highest spiritual values, respect for the dignity of the human being and conscious of its social responsibility, aspires to be recognized nationally and internationally, for its academic and research achievements, and based on the following tenets:

- It will have an open and democratic institutional culture and an environment that will promote the integral development of its students, where it is possible to live with each other's differences and where cultural experiences can share spaces with the task of learning. Where academic debate prevails, the contrast of ideas allows for Respect for the opinions of others, and the creativity and productivity of all members of the community are encouraged.
- It will develop the intellectual capacity of its students and teachers in all academic programs, with research as a basic support.
- Use advanced technologies and a student-centered pedagogical model.
- Maintain links with other educational institutions, national and international, to continue the improvement of their professors and their programs.
- Contribute to the Nation's progress with innovative research programs and professionals with academic training based on the fundamental values of the person and especially for respect for democracy and the ability for free private initiative.
- It will have an academic administration in which all of the human talent and the resources of the institution are committed to the achievement of its objectives.



## Institutional Values

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Universidad EAFIT declares that all institutional and individual behavior of its community will be governed by the following values, as a pledge of guarantee to the fulfillment of the Mission and achievement of that Vision.

- **Tolerance**
- **Integrity**
- **Audacity**
- **Excellence**
- **Responsibility**



Integrity and Responsibility are values of the programs, activities and institutional actions, as well as the imprint that the University hopes to leave on each and every one of its graduates. The effective contribution to the social, economic, scientific and cultural progress of the country, declared in the Mission, implies an integral and responsible action on the part of the members of the EAFIT community. Audacity will always be accompanied by Integrity, Responsibility, Excellence and Tolerance.



Universidad EAFIT does not believe this value to be behavior without restriction of consideration as it relates to others and to the society. On the contrary, Audacity in action must be supported and guided by other institutional values.

**Mission of the Schools  
of Administration,  
Economics and Finance**

“To contribute to the social and economic development of the region by training professionals characterized by their integrity, critical and strategic vision, multidisciplinary and applied scientific research and relevant social application, in a spirit of constant interaction with the public and private sectors.”

**Facts about EAFIT community**

In 2016, Universidad EAFIT received a total of 10,840 students in the first semester and 10,590 in the second. The increase in students has been almost one thousand since 2014. Of the total population enrolled in the first half of 2017, 45.5% were female and 54.5% were male.



In 2016, the University hired a total of 2,743 employees and in 2015, 2,520. Full-time faculty consists of 344 professors and 734 adjunct faculty. The administrative staff is made up of 626, of which 175 are temporary.



As for graduate students, in 2016, the total number among those in the first and second semesters was 6,438. Of the total population enrolled in the first half of 2017, 45.1% were women and 54.9% were men.



## Principle 1

**To 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**



Universidad EAFIT has been characterized by its prominent positioning in attributes such as Responsibility, understood as the ability to identify, anticipate and deal with the consequences derived from any action taken.

This value also expresses competence and suitability in the development of commitments, such as: The sense of duty required to fulfill the tasks assumed; And, the wisdom and maturity required in the decision to execute these very tasks. EAFIT is also recognized in the area of sustainability, related to compliance, competence and suitability required in the development of social, environmental and economic commitments.

This was evidenced in the reputational study carried out for the Institution by Grupo Holística SAS, from Bogotá, Colombia, between

July 7 and August 26, 2016 where an evaluation was done using a qualitative-quantitative methodology to measure the perception that internal and external publics of the University had with respect to its performance as an educational organization.

This research was carried out by means of personalized, structured and in-depth interviews with the EAFIT community (undergraduate students, postgraduate, professors, administrative employees, graduates and parents) as well technical professionals, entrepreneurs, journalists and public sector officials of Medellín, Llanogrande, Pereira and Bogotá.

The research sample consisted of 509 interviews, where it was indicated that, of the publics consulted, a 98% positive value was given to the institution and considered it exemplary in the sector of higher education in Colombia.

The knowledge and sustainability impact variable for the University was reported as having an optimal qualification, and according to the respondents' answers it was reported that the institution offers undergraduate and postgraduate programs which meet community needs in terms of the economic and social environments. In addition, public responses indicated that the institution provides for great coherence value in terms of EAFIT fulfilling its mission of contributing to the country's social, economic, scientific and cultural progress.

However, it is the actions carried out by students and graduates in their personal and professional routines, which indicate the level of practical implementation in the concept area of Social Responsibility.

One example of this is the focus on three venture firms which have emerged in the area of entrepreneurship (Incorp<sup>2</sup>, Eco-

1. Grupo Holística is a consulting business with a high level of recognition in the area of reputation management and strategic communication in Colombia and other countries in the region. It has a history of 15 years providing value to a variety of business sectors.

2. Incorp is a manufacturer of Ricino industrial grade oil and other products from the higuera plant. It is located in the municipality of Santuario in the department of Antioquia, Colombia.



dek<sup>3</sup> and Ecoral<sup>4</sup>), all of whom have been cited and written about for their work in environmental improvement and responsible management of resources. Case studies and material from these firms are used in classes as a reference in the development of business models, which include environmental and social sustainability.

Also, in October of 2016 the institution initiated an MOOC, (Massive Online Open Course) focused on the Development of Innovative Ideas. This initiative focuses on providing tools and techniques that generate a multitude of ideas, converting them into concepts, and then transforming them into business opportunities. Within this program, two successful case studies were highlighted: Biointropic<sup>5</sup>, which is a corporation focused on promoting innovative businesses based on biodiversity and biotechnology in Colombia. The second, Skudmart, is an EAFIT entrepreneurial experience from which a book, "Skudmart, Química con la muerte" was written, and is used in the course topic, Initiative and Business Culture, which all undergraduate students must study.

Today, this MOOC of Innovative Ideas Development has been requested to be replicated for the experience of 600 students of the Technical University of Loja (UTPL), recognized for the Nous Award for Educational Excellence in 2015, for being a pioneer in Distance Education as well as for its contribution to the community in the area of scientific research. This institution has an agreement with Universidad EAFIT for the exchange of experiences and knowledge.

Under the perspective of Social Responsibility, Universidad EAFIT has, for six years, been working on the implementation of strategies and actions designed to impart business coherence to its students and stakeholders, based on legality and transparency.

To this end, the [Center of Integrity](#) was created, whose objective is to promote an ethical reflection, both individually and collectively, within the EAFIT community, facilitating human and

professional development, which in turn contributes to building a culture of integrity, both within the University and the society at large.

With almost six years operating in this arena, through campaigns like *Atreverse a Pensar - Dare to Think* with a total of 2,750 students in its first semester and with 73 workshops, these programs focus on: reflecting on daily actions such as aggressive driving and how to pass on the roadway; the purchasing and sales of movies outside of the law and how those purchases evade formal trade and tax laws by individuals; the promotion of positive attitudes in business; and related ethical behaviors in business.

In the [educational area](#), the Center focuses on strategies of academic honesty, prevention, counseling, mediation and follow up so that students commit themselves to their training. In this way, their day-to-day actions result in the development of better professionals, interested in achieving a positive transformation of the society in which they are a part. It also provides them with tools such as readings, books and open access to events designed to develop them more successfully as well-adjusted human beings.

It should be noted that in the Ethics and Social Responsibility Area, which covers almost 400 students, the program is fully dedicated to the theme of sustainability. Individual ethical principles are addressed, but they are more oriented to business issues related to the environment, social and economic sustainability.

An added value in this area is that professors and management professionals with 10 years of experience or more, working in prominent companies in the city are tapped and invited to present to classes, allowing them to reflect on their varied experiences. For example, these professionals come from such companies as: Grupo Sura, Corantioquia, Protección, and Deloitte of Colombia. In this way, students gain access to high-level knowledge, coming from leaders and cutting-edge business information from primary sources.

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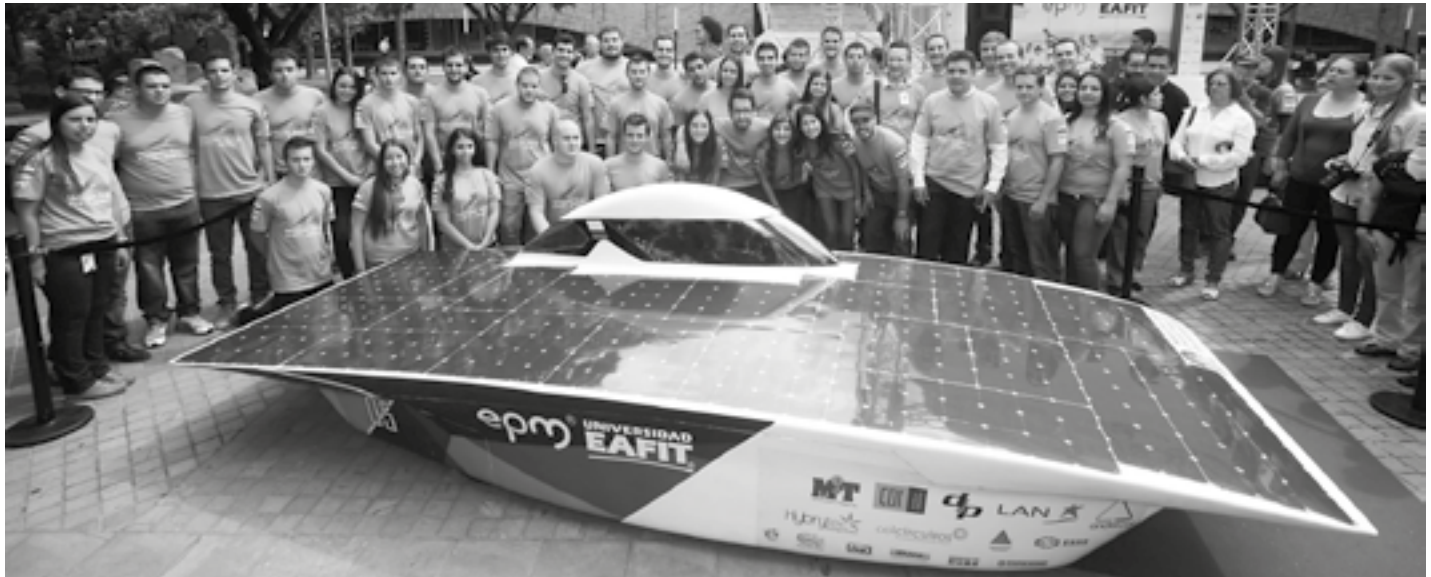
3. Ecodek company is dedicated to production and commercialization of products for the construction industry utilizing materials from industrial surplus. It is located in Medellín, Antioquia-Colombia.

4. Ecoral is a sustainability consulting firm located in Medellín, Antioquia-Colombia.

5. Biointropic utilizes strategies of foresight and competitive intelligence, business acceleration, cooperation and promotion. It is supported in national and international collaborative innovation networks.

## Principal 2

To incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact



Integrity is an institutional value that is an integral part of the University's formative mission. This is evidenced by the fact that several subject areas have implemented the curricular idea of "imparting it within the soul of the class," through a pilot program that consists of awareness activities surrounding the topic of professional ethics, by utilizing case studies and videos.

In addition, the University carried out of an action-focused, fraud survey (in 2011, 2013 and 2016) highlighting real values that the University has instilled in its students. By carrying out the survey three times, this allowed the University to detect the most common daily practices and to be able to generate institutional policies to prevent and correct situations.

One tactic implemented by the University to instill value, was to deliver 2000 management portfolios to undergraduate students that included a poster in English with each of the

Global Goals for Sustainable Development with the goal of sensitizing them to the most important global objectives which world leaders should be focused on.

Several extracurricular academic activities focused on the values associated with Social Responsibility are carried out by students. Evidence of this is the research incubator is called: [Observatory on Trade, Investment and Development](#). These issues have been directly analyzed since 2014 and are designed to fulfil the Sustainable Development Objectives for the 2030 Agenda.

This is a research incubator which seeks to analyze the dynamics of developing and emerging countries, especially in Latin America and the Caribbean. This analysis perspective is inspired by the United Nations Conference on Development (UNCTAD). The Observatory also serves as a space to prepare EA-

FIT's students attending UNCTAD's academic journey (held annually in Geneva, Switzerland) on trade, development and investment.

Another University initiative, carried out through the [Nucleo de Formación Institucional](#) - Center for Institutional Training (NFI), seeks to develop student communication skills and equip them with a historical, economic and social context of the country, in order to provide them with a grounding in ethical and civic education, and to promote a spirit of entrepreneurship.

NFI is composed of a core of compulsory subjects that are organized into two cycles: the first, called the common cycle, is composed of courses focused in the areas of communicative skills from a Colombian context, constitution and democracy and entrepreneurship.

The second cycle is called an elective cycle, where students select a set

of subjects of their own choosing in the areas of art and culture, philosophy and letters, history and politics, music and society, science and technology, and environmental culture.

The NFI has an area of environmental culture which consists of two subjects: Sustainable Development and Ecology. Approximately 800 students per semester have enrolled in these two areas during the past two years.

The Sustainable Development course seeks to promote the culture of sustainability through a study of the principles, tools and instruments of sustainable human development, with the purpose of making it a fundamental part of a student's personal and professional work. In Ecology, the fundamental knowledge concepts are explored, and the importance of maintaining a healthy ecosystem is shown.

It should be noted that the NFI's environmental culture course does not just consist of two subjects, rather it has become a cross-curricular base of professionals, incorporating strategies and academic activities directly from the field which ultimately have an impact on the community. This also encourages students to retake essential topics related to sustainability that were seen in previous academic courses, with the goal of generating value in future professionals.

For their part, the professors who are linked to the Institution work with the businesses that have implemented the tools of Corporate Social Responsibility. Such is the case of a study that is advancing between EAFIT and Meiji University of Tokyo, which is investigating ethical practices of financial entities reflected in government and Corporate Social

Responsibility, under a comparative methodology between the cities of Medellin and Tokyo.

From the curriculum, the University has established subjects on encouraging the student to generate commitments with the environment and its surroundings. This is done through the formation of critical thinking as it relates to the work that human beings perform both inside and outside of organizations. In addition, through various pedagogical strategies, students are expected to obtain skills such as abstraction and synthesis, entrepreneurship, and the interrelation between being and doing within organizational strategic thinking.

From the area of EAFIT Social, an initiative that seeks to generate cohesion and social sustainability through programs that articulate various government and business sectors with academia, has been created the Master in Social Enterprise Management for Social Innovation and Local Development. It has a double degree with the University of Verona-Italy, the Pontifical Catholic University of Peru and Summer School in Trento (with OCDE-Autonomous Province of Trento). In addition, it has a graduate certificate in Management of Social Development Entities and continuing education programs in: sustainability and business training, business opportunities and creation of companies, and business training programs in sustainable construction.

From the academic point of view of EAFIT Social, about 12 Latin American countries have been involved in this initiative, and direct work has been carried out in 18 departments (provinces) within Colombia, with an impact of about 12,000 people. Some 160 jobs have also been generated in the last five years.

The University participates in the Latin American Capacity Development Program for Social Innovation and Local Development, which is carried out in partnership with the OCDE-LEED and the CFSI of Trento, Italy. In 2016, the seventh edition was carried out in connection with a master's degree in Social Enterprise Management from EAFIT in the municipality of Llano-grande, Antioquia-Colombia, with the participation of 14 Latin American countries and, for the second consecutive year, a comprehensive evaluation of the experience was done.

Importantly, the different departments of Universidad EAFIT teach the courses, modules or areas of knowledge described in Attachment 1, which addresses in one way or another the values stipulated by Global Responsibility and Corporate Sustainability.

It should be noted that the activities carried out by EAFIT to instill the values of Social Responsibility are not only carried out in traditional classrooms, but also in other academic settings such as research incubators, academic events, visits to vulnerable areas of the city of Medellin, and the use of ICT, which allow global interconnection with other cultures and thought processes. Thus, the coverage of the integrity, social responsibility and ethics strategy expands and is fed from an international perspective, as it should be.

The University also provides its external audience with training in CSR issues. For example, in 2016 it completed the Virtual Diploma in Sustainable Construction in agreement with Argos; EAFIT Social and EAFIT Virtual, Sustainability Diploma; Renewable Energies Course in Pereira, Bogota and Medellin (cities in Colombia); Diploma in Green Economy and Renewable Energies; and the conference, The Planet Has a Fever.

## Principle 3

**The creation of educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.**



In the subject area of accounting at Universidad EAFIT, the department incorporates the focus of methodologies, which, through the means of knowledge related to costs, the student arrives at the ability to make correct decisions evaluating both causes and consequences. This allows the student in professional settings to arrive at decisions and behavior which are fair, ethical, responsible and transparent in economic matters. Emphasis is also placed on the importance of lowering costs, but with a sense of being ethically competitive.

Professors use as a tool, the creation of records in which the student proposes the existence of costs under an ethical and Socially Responsible view. In addition, business cases such as the Ford automotive company are discussed in classroom, staging real life situations for decision-making.

In the knowledge area of marketing, Universidad EAFIT designs course modules related to Social Responsibility with issues related to service management and product, and uses

virtual courses in service learning, videos and tutorials and pedagogical tools. In the product administration and quantitative research courses, readings are analyzed where sustainable development and CSR processes are implemented.

In the design methodology of the Digital Marketing course, students are required to conduct a workshop that will allow them to learn about how the digital transformation of business supports entrepreneurs in the medium and long term strategy. This creates an awareness as to the contributions to the improvement of the quality of life of the firm's employees.

In the knowledge areas related to branding and communication, in addition to the readings and case students, outside experts are invited to speak on the subject of sustainability, so that their voices and experiences transmit values and practical lessons for students.

The University has a platform called EAFIT Interactiva, which allows students through a forum area to comment, access videos, news, and magazine articles among other academic materials.

This tool is used by several professors to discuss issues related to sustainable development and Social Responsibility, and has allowed the generation of collaborative, critical and constructive information sharing about the realities of the city, country and the world.

Students are also encouraged to review specialized journals, bibliographic databases from national and international libraries, as well and Har-

vard case studies in order generate their opinions and reflections.

In the course Entrepreneurship and International Innovation, students are required to complete a final project that consists of choosing a regional of the world with a specific problem. Then, they must find a solution by proposing various ideas, while choosing one with which to develop a business model that has a positive impact on community and social value -- not just an economic benefit.

The University, through the ethics and social responsibility area within the Department of Business and Management, works with the United Nations, specifically with the SDG office in Wikirate, which is responsible for making indicator comparisons which are incorporated into company sustainability reports.

At the end of the course, students manually enter the data of the companies representing different industries into the official platform of the United Nations, conceptualizing the Big Data World. The industry analysis is done in order to determine the contribution of the private sector, and in particular, the contribution of the general sector within Colombia.

Another novel methodology is implemented in the Organizations and Culture course, where there is a module focused on business ethics. An interactive pedagogical model is presented which takes into account the national culture, company code of ethics, legal environment, and how this affects what business managers considers "ethical." The professor





shows students videos of famous experiments based on how the power and role people assume affect the decisions they make.

It is important to highlight the role of the media and the web in the learning process and how these mediums have become part of analytical scenarios, which are put into practice based on the concepts and values of corporate social responsibility and ethics.

For example in the Administrative Thinking Course, news from the economic newspaper *Portafolio*<sup>6</sup> and *Semana Magazine* (publications which analyze a variety of current issues in Colombia) are introduced, administrative theories are applied, questions are raised and considerations are made based on sustainability and social responsibility related to political and business scenarios in the country.

In the international MBA markets course, a reflection is made based on articles from *La República* (a Colombian economic newspaper) and from the United Nations website on cases and issues related to Social Responsibility, ethics and transparency, of both governments and organizations.

Within the area of International Entrepreneurship, sustainability is analyzed in different cases as a necessary critical factor to start a business in a scenario of global competition.

The International Business undergraduate course includes a module of ethics and corporate social responsibility, carried out through the pedagogical forum of debate. For example, some dilemmas that multinationals may face when confronted with economic value and potential earnings, versus responsibility to adopt sustainable practices within in operations that benefit all stakeholders in its activities, are discussed. In this way, students can visualize the social role of multinational companies with the framework of CSR.

In addition, students are taught civil responsibilities and cases are developed based on the ethical crossroads that may be faced by a professional or an organization. Students analyze the options available and argue and present their variety of choices. Also, through role playing scenarios, they pose different points of views and must defend their own. They are presented with videos related to the theme of CSR so that they raise questions, and summarize “a piece of thought,” based on their own small analysis observed in the video.

Also, in the Commercial Diplomacy course module, the stated objective of the course is: Building links for trade and sustainable development, the objective of which is to analyze the connections and divergences when implementing trade diplomacy and Environmental policies. The differing negotiating positions between state and non-state actors are address in a post-Doha Round context.

The Strategy course is taught in the Department of Business and Manage-

ment, where the issue of sustainable development is addressed through the reading of case studies. In addition, CSR is studies from Michael Porter's shared-value theory, which states that the business world must re-evaluate is business processes and activities, taking in account the social environment in which it performs.

The University seeks to ensure that its students are aware that organizations are organized and surrounded by human beings, and that the environment must perform in balance with sustainability principles in order to adequately balance an adequate coverage of their needs. For this reason, the Synthesis seminar, in the undergraduate program of Business Administration, reflects the work of the administrative area with respect to the environment, and how to develop a company in a sustainable way, without exploiting others or the natural environment.

The current challenges in the international trade and environment negotiations areas are also being worked on from an analysis perspective within EAFIT, for the benefit of the environmental goods and service sectors, and taking into account the [Doha Declaration](#). It is the Institution's objective for each student to form his own criterion in terms of his own professional decisions. For this reason, questions and issues are raised about the suitability of Colombia to be engaged in the [plurilateral negotiations on environmental goods](#) announced at the World Economic Forum in Davos, in January 2014. The benefit(s), in terms of what could be derived from various initiatives like [Biotrade](#) are also considered.

Within this same area of knowledge, the characteristics and processes

6. *Portafolio* is one of the leading publications in Colombia dealing with information on news on the economy and business, with a high circulation and readability in both its printed and digital format.



of the current negotiations on environmental goods and services are analyzed, both at the multilateral and plurilateral levels.

Students address questions about the extent to which sustainable development and trade liberalization can be compatible goals. In addition, they estimate where the Plurilateral Initiative on Environmental Goods announced at the World Economic Forum may benefit or undermine the interests of developing countries.

Taking into account that Corporate Social Responsibility and Ethics must be initiated from the upper levels of management within an organization, the University, through its course in International Management, utilizes case studies and the application of concepts from a variety of real scenarios, reinforcing and teaching the importance of what CSR encompasses. Furthermore, it teaches the implementation of the 10 principles of the United Nations Global Compact.

Likewise, through a variety of pedagogical methodologies, EAFIT seeks to ensure that students are constantly collecting and applying the lessons learned about CSR and ethics seen during the program courses, so that these lessons do not simply remain

on paper. That is why, in the post curriculum practice training, knowledge about CSR is expanded from previous courses in order to deepen the understanding of concepts. In addition, it teaches the Global Compact as an instrument for companies to implement sustainable and environmentally friendly practices. For example, there is an activity where groups of students visit some of the companies in the city of Medellin in order to expose them to the theme of the Global Compact.

Additionally, in the Institution's environmental culture courses, all undergraduate students are allowed to approach and review sustainable development issues, objective by objective, according to the New Global Agenda for the United Nations Development (SDG), including not only ecological but also social aspects.

Academic outdoors activities are made to such places as Rio Claro, a natural park, Casa de Memoria Museum, and city tours are made while experts are invited to classes. Students also have the opportunity to learn about ecological themes and concepts through planting days.

Authentic case studies, in contextualized, and the development of creativity are considered as key to express knowledge. Art, in this regards, is an essential tool that allows students to be aware of and generate emotions around the context of the care of the environment.

From the International Business arena, students are working with the World Bank to create projects for the [Ideas for Action \(Ideas 4 Action\)](#) competition. They present an idea which is oriented to one of the 17 Sustainable Development Goals, and is adapted to a format which is to be sent to the World Business School at the University of Pennsylvania. There, an entrepreneurship

business accelerator gives students feedback. Once they make their revisions, they submit their proposals to the World Bank competition. Some 20 projects of 40 students (30 in Business Administration and 10 from other disciplines) will be presented this year.

The Institution's Masters and PhD levels are also well integrated with CSR knowledge. Evidence of this is indicated by the fact that in the Master of International Business includes as a requirement the subject of Corporate Governance, which addresses the issues of ethics in international business, social responsibility, government and corporate citizenship.

Issues such as the development of sustainable and responsible economies within the environment and society remains as a constant theme throughout all of the course materials. The main objective is to analyze the relevance of promoting a transparent, honest, human and careful global market culture which considers the environmental context in all of its operations.

The Doctorate in Administration includes the Seminar on Sustainability and Management. Here, participants learn to use the theoretical perspectives from relevant social sciences to study aspects related to sustainable development and corporate social responsibility.

Debates, characterized as complex, are also required as various levels, given that the definitions of sustainable development and social responsibility are imprecise, and as such, represent the interests of both business and other stakeholders. These debates have evolved over a period of space and time. Finally, there is extensive literature and discussions surrounding this topic which is researched by experts and administrators.

## Principle 4

To engage in conceptual and empirical research that enhances understanding of the role, dynamics and impact enterprises plan in creating sustainable social, environmental and economic value.

Research has become the fundamental axis for the environmental and social transformations of the country. For that reason, the Institution has a total of 43 research groups of which 40 are supported by Colciencias<sup>7</sup> (Department of Science, Technology and Innovation in Colombia which relies on the Presidency of the Republic and leads in the National System of Science, Technology and Innovation).

An analysis carried out by the University's Research Department established that of a total of 125 projects developed by EAFIT between 2015 and 2017, 84 have made a direct contribution to the Sustainable Development Objectives (SDO).

The quality with which this axis has been developed has allowed the organization to transcend to becoming a third generation university, characterized by transferring knowledge to both the society and its environment as well as from knowledge generated from the academic community.

As a consequence of this generational step, the Institution has been involved in the development of spin-offs (intra-ventures originated from research projects), technology transfer, licensing and direct sales of research projects. In this way, the projects do not simply remain in the library, nor are they only papers on academic subjects, rather this new knowledge is applied in the real world and with ongoing business enterprises.

Once concrete case of this progress is [Conecta](#), an intra-entrepreneurship oriented initiative designed to facilitate processes of innovation, design and development of new products in a diversity of organizations, under methodologies focused on the user (design thinking).



From this perspective, the University contributes to the organization's knowledge of their end-user client and develops its proposed value based on their needs and interests. In this way, the University promotes, within these organizations, a responsible and efficient investment of resources, taking into account what people really need.

A good example along this line is [Flotábitat](#), a spin-off that develops, designs and markets amphibious housing solutions in response to slow alluvial flooding, seeking to mitigate the negative effects of climate change.

Another case is [Helios](#), that integrates, develops and markets clean technologies for the capture of solar radiation. The project seeks the appropriation of solar energy for productive scaling purposes, taking full advantage of geographical location.

The sustainable alternatives developed by this company include: a brick that transforms solar energy into electric, utilizing a system of panels ca-

pable of self-positioning to follow the path of the sun; a charging station for bicycles and electronic devices; and a system for collecting pipes which carry the heat to the drying room. These alternatives are highlighted because they rely and reaching the non-interconnected areas of the country's electrical system, which are now being supplied from diesel fuel plants.

Moreover, research groups have become centers of thought, involving social and governmental actors. Within their lines of work, outside of research, is the development of concrete actions that have become objects of study as well as generation of knowledge.

This is the case of the [Center for Urban and Environmental Studies](#), Urbam, which has a research group endorsed by Colciencias, a diverse team of professionals who actively participate in research and has become a space for reflective criticism and action, in urban, environmental, changing and transformational contexts with Latin America and the tropical fringe.

7. Colciencias focuses its strengths in four areas of work: Education for Research, Research, Innovation, Mentality and Scientific Culture.



From these scientific and applied research processes, the University generates new knowledge and learning. This knowledge is transferred at the local, regional, national and international levels through innovative activities.

The Direction of Research and Innovacion EAFIT are synergistically leading the way and developing tools, which will enable them to achieve their objectives, such as the process and procedure guide, developed by the Ethics Committee highlighting intellectual property regulation.

In supporting these objectives, students, through research incubators, are linked to academic spaces which allow them to increase their knowledge in different areas. As case in point is the Process Improvement research incubator (SIMPRO), made up of 39 students from different undergraduate programs who in 2016 completed the virtual information management course, the summer course for research incubators members and participated in the XV Meeting of RedCOLSI research incubators to present the results of their research projects. They also attended the Tecnova event, where they exhibited their advances in research and contributed with students and consultancy experts from the Observatory for Child Labor in the City of Medellin, Colombia. In addition, they went on to present at the Shape Latam-Global Shapers at the World Economic Forum.

Additionally, they were engaged and participated in other fields of knowledge with a course titled the Development of Creativity and another focused on reading and creative writing. They also participated in the workshop course: Formulation of the research problem at the National Meeting of Research Incubators 2016 and the VI International Congress of Training and Management of Human Talent (CIFOM 2016).

Other University professor publications can be consulted in Attachment 2.

The group approaches studies, research and consultancy from the transformational process that arises from the bottom up (grassroots organizations) as well as from the top down (public policies) in urban and rural settings. This territorial and social crossing allows for the convergence of academia, grassroots organizations, public policies and the private sector in order to facilitate the development of applied research, consultancy and training projects.

Another aspect to highlight from this University research axis is the importance of bringing in knowledge from a variety of scenarios of reality. This has advanced the creation of methodologies for social innovation and the management of knowledge.

The specific case of EAFIT Social shows that through the systematization of experiences which provide for community intervention models, specific researched products can be realized, such as the Compendium of Good Practices for Local Development in Latin America as well as the Universidad EAFIT Responsibility Manual, whose tenets include: Inspires Minds, Creates Opportunities and Transforms Lives.

EAFIT has also shown as a key strength its ability in the process of generating innovation through its articulation in research projects with other national and international academic institutions, allowing it to nourish its studies from a global perspective.

Evidence of this is the project that has been developed with the University of Antioquia and the University of TuDelf in Holland in the collaboration of tools associated with data analysis, meteorology, mathematical modeling and chemistry designed for the understanding of the climatic phenomena that has been occurring in Antioquia area of the Valley of Aburrá, Antioquia-Colombia. This study aims to provide a vision towards the future of environmental problems that are happening in the city, given its ongoing issues associated with low air quality.

This is how EAFIT, through research, has become a worldwide reference in the area of Social Responsibility, allowing it to promote itself as a coherent Institution with links between the academic discourse it professes and the actions it carries out. Another case that demonstrates this is the Cambria project, an electro-solar vehicle developed in three months by professors and students from the University, competing for the Ilumen European Challenge in Zolder, Belgium.



## Principle 5

**To interact with corporate managers from corporations to broaden our understanding of their challenges in meeting social and environmental responsibilities, and to explore effective approaches to address these challenges.**

Universidad EAFIT has conceived the development of its mission as being key to the contribution of social progress of the country working in tandem with the private and public sectors, while facilitating a bridge between knowledge and society.

From this perspective, the institution has made strategic alliances designed to execute projects which have high social impact in the communities it serves. One such project was carried out by the Department of Public Accounting. Students accompanied micro businesses with accounting, cost, and financial statement structures in an effort to help them pay for some of the activities which were carried out.

In addition, in partnership with the Housing and Habitat Institute of Medellin, students held training sessions for displaced people. The initiative was born as the result of the following identified phenomenon: The Mayor's Office of Medellin builds residential units in vulnerable neighborhoods for housing for displaced populations. The residents who are awarded these units based on need, are not aware of how to manage these types of day to day accounting/financial issues.

The Department of Public Accounting, in agreement with the Chocó Technological University Diego Luis Cordoba, offers a graduate certificate in Organizational Control. In June 2016, the first cohort of this program was awarded, which supports Chocó by providing its inhabitants with tools for improving the control and management of companies.

In addition, through the Environmental Culture NFI, events are held with strategic allies on issues related to sustainability and social responsibility. One of these was made with *Ecoral*, a company supported by the Entrepreneurship Park of Medellin, Colombia, which is focused on sustainability consulting.

Linked to this initiative through the University's professors, are business networks aligned with the principles of corporate social responsibility. Such is the case with the support provided to the Entrepreneurs for Peace program of the NGO Proantioquia. Together with the School of Humanities, work is done on issues related to the peace agreement and the post-agreement processes.

Likewise, the themes of CSR are addressed by the University with its participation in the Academy of International Business (AIB), where the institution maintains a presence with professors who are leaders in analysis, research and events.

AIB has a total of 3,231 members from 82 countries, dating from 2015 to 2018, and has direct responsibility for serving its members from Latin America, Africa, Australia, Oceania, the Far East and Western Europe.

EAFIT has also contributed with its knowledge to the Agency of International Cooperation of Medellin, housed in the Municipal Mayor's Office, whose role is to attract foreign investment in an effort to generate quality employment within the city. In addition, EAFIT has worked with public institutions promoting entrepreneurship such as *Innpulsa*, whose work is in advising SME's on international issues.

Generated from the Social and Ethical Responsibility course in the Department of Business and Management, students participate in the documentation of international conflict cases, the role of companies in these situations, and how to support the problem-solving skills needed in an effort to begin to adapt progressively to post-conflict issues within the country. This theme is supported by a working partnership with the Center for Political Analysis. An international diplomat acts a jury.

The University is recognized for its work within the business sector of the department of Antioquia, and is committed to the Principles of the United Nations Global Compact, which has a direct relationship with sustainability issues. Through the Global Compact networks for the United Nations, the University is linked with a variety of training processes with companies such as *ISA*, *ISAGEN*, *Protección*, *EPM*, *Grupo Nutresa*, *Deloitte*, *KPMG*, and *Intercolombia*.



## Principle 6

**Facilitate and support dialogue and debate among educators, students, businesses, government, consumers, the media, civil society organizations and other groups interested in critical issues related to global social responsibility and sustainability, which are focused on this principle.**

The University has worked under the premise of being open to the world. That is why its physical and virtual campuses are spaces that have become scenarios for discussion, dialogue and debate on issues of social responsibility, and the role that each citizen plays in building better conditions for Colombia.

This perspective has been evidenced with the University hosting the position of the [Chair of the Global Compact](#) since July 2014, which involves prominent companies from the region of Antioquia. The academic meeting is offered free of charge to suppliers of companies belonging to the Antioquia Global Compact Node, including such companies as EPM, ISA, Isagén, Postobon, Protección, Sura<sup>8</sup> and is jointly led by the Colombian Industrial Association (ANDI)<sup>9</sup> and the Global Compact Colombia Network.

The aim of this Chair is to train professionals in the understanding of sustainability and as well as in the understanding and application of human and environmental rights, anti-corruption and labor rights principles, all under the lens of the United Nations Global Compact, seeking implementation in the institutions they represent, and commitment to multiply this knowledge throughout their value chains.

A project example that has become an area of integration in the area of sustainability is the Framework Convention for the development of



the Platform for Sustainable Project Management of the East.

This is a public-private initiative in which CORNARE (Regional Autonomous Corporation of the Black and Nare River Basins)<sup>10</sup> Chamber of Commerce of the East (in charge of the mercantile registry of companies located in the eastern zone of Antioquia, Colombia), Asocolfores (Colombian Association of Flower Exporters), Corporación Empresarial del Oriente (a non-profit association that brings together about 75 companies from the northern area of Antioquia, Colombia), Proantioquia (a business NGO that promotes and leads strategic initiatives for equitable and sustainable development), Fraternidad Medellín Foundation (NGO focused on the development of social projects in Medellín, Colombia), along with the academic leadership of the Universidad Católica de Oriente (a higher education institution located in the municipality of Rionegro; Antioquia-Colombia), and Universidad EAFIT. Within this framework agreement, the Strategic Corridors Project for sustainable mobility, territorial planning and environmental recovery for the East of Antioquia was also developed.

Café de Ciudad (City Café) is another space for dialogue open to society, led by the Center for Institutional Training in the area of environmental culture, and is supported by the Department of Process Engineering, The Center for Urban

8. Companies highlighted in Colombia for their portfolio of services and economic growth.

9. The National Association of Entrepreneurs of Colombia (ANDI) is a non-profit organization whose aim is to disseminate and promote the political, economic and social principles of a healthy system of free enterprise.

10. Regional Autonomous Corporation of the Black and Nare River Basins is responsible for administering the environment and renewable natural resources within its area of jurisdiction and for its sustainable development, in accordance with the policies of the Ministry of Environment and Sustainable development.



and Environmental Studies (Urbam), and the initiative for The Green City

In this meeting, leaders of the public discussed low carbon cities, air quality in Medellín and the Aburrá Valley in 2016, the relationship between food, society and the environment and the theme of peace for Sustainability. Last year, EAFIT hosted a total of 59 events related to environmental culture organized by the NFI, and by another 38 dependencies within the University.

The University is a premiere setting for people from other countries to get to know the culture of the city and to provide feedback. Such is the

case of the visit of 49 deputies from the Metropolitan area of Nuevo León, Mexico in 2016, who were here to analyze their public policies based on the experience of Medellín model. The deputies from Mexico were here participating in a political seminar on sustainable cities.

With these events, activities and meetings for dialogue and debate such as those described above, the University distinguishes and identifies itself as a space for reflection, where analysis from different perspectives work toward the goal of the fulfillment of the Sustainable Development Objectives, while confronting the challenges that the city of Medellín and the country continue to strive to fulfill.



## Principle 7

**Organizational practices that serve as an example of the values and attitudes that are intended to be transmitted to students.**



According to the Business Monitor Corporate Reputation (MERCOS) <sup>11</sup> study, EAFIT is ranked among the 100 most responsible companies in the country, and within the educational sector, it is ranked sixth.

The Institution participates in events and networks related to the care of the planet and also establishes itself as an example to students in the subject area of CSR through the development of practices which align with the institution's mission in supporting the efficient administration of resources of the campus.

The University seeks to mitigate the environmental impact that it may cause by properly classifying the wastes that it generates in order to properly recycle, manage and properly control hazardous wastes and chemical substances. Each year, the institution takes advantage and repurposes 416,500 kilograms of waste. This figure represents 55% of waste products used.

On average, 4.4 tons of organic waste and 9 tons of tons of pruning waste are delivered to Environmental Management and Development division which environmentally guarantees the composting production and certification to the Colombian Agricultural Institute (ICA).

In addition, EAFIT invests in products and technology that contribute to saving water and energy. For example, the institution is exploring the possibility of obtaining groundwater for irrigation and other processes. Schedules have also been established for the lighting of the University: at 7:00pm, the lights in the administrative area are turned off and at 10:00pm the entire campus is without light. Additionally, the operation of the air conditioning system has been reduced by three hours.

In February 2017, EAFIT protected a total of 98 trees, recovered 205 kilos of aluminum, sheltered 820 kilograms of bauxite (the main source of aluminum extraction); 15 tons of recycling matter was reclaimed, and 395,444 liters of water was saved, which represents the amount of water that 8.3 people use in one year. Furthermore, the useful life of the landfill has been extended, leaving no more than 15 cubic me-

<sup>11</sup>. Merco (Monitor Empresarial de Reputación Corporativa) is one of the leading, world reference monitors. It is a reputational evaluation instrument launched in 2000, based on a multi-task holder methodology, composed of five evaluations and twelve sources of information. Currently, Merco collaborates with six rankings (Merco Empresas, Merco Líderes, Merco Responsabilidad y Gobierno Corporativo, Merco Talento, Merco Consumo y MRS) and has presence in eleven countries: Spain, Colombia, Argentina, Chile, Ecuador, Bolivia, Brazil, Mexico, Peru, and is in the process of establishing in (Costa Rica and Panama).





ters of waste. This means that 1,391 kilograms of CO<sub>2</sub> will not reach the atmosphere.

Under the philosophy of Universidad Parque (University Park), EAFIT has been implementing sustainable construction and landscape design in harmony with the environment on its campus. In addition, it promotes a culture of care for the Earth, through campaigns and socializing activities with the community. Approximately 1,141 people benefited from this awareness process in 2016.

Through various campaigns, students, employees and even visitors are encouraged to participate in small actions and steps designed to protect the planet. Many are already aware of this campaign and correctly use wastepaper baskets, recyclable bins, efficient water consumption and energy, and are ambassadors among their peers for their awareness and behaviors.

Evidence of this commitment was the execution of the campaign last year called Gestos Amables con el Planeta (Gentle Gestures with the Planet). Its focus was to show in simple phrases, displayed on posters throughout the campus, that everyday actions can contribute to waste reduction and have a positive overall impact on the environment.

Different programs have been implemented related to the management of debris and the efficient use of water and energy. Taken as a whole and accompanied by a pedagogical and cultural management emphasis, this has allowed the institution to enter the ranking of the Green Metrics, of the green universities of the world.

Since 2014, the University has successfully entered this ranking and has climbed 108 positions, thanks to the efforts to reduce the problems of global eco-sustainability. In the last consolidated report, the institution placed 218 among 516 institutions in the world.

Infrastructure, energy and climate change, waste management, water treatment, transport and environmental education, are all aspects that the Green Metrics considers when classifying registered institutions.

In general, the institution is increasingly strengthened by its participation in these initiatives and measure described above, as well as the Global Compact, which allows it to establish indicators related to sustainability. Finally, this establishes corrective measures and indicates pathways and projects that allow the institution to improve and strengthen its environmental management process.

## Attachment 1

Department	Course / Area of Knowledge / Module	Global Social Responsibility
Accounting	Costs for Decision Making	Importance of reducing costs with an ethical sense
Marketing	Digital Marketing	Knowledge of how digital business transformation can improve the quality of life of an organization's employees.
Marketing	Introduction to Fashion Marketing	Study of the likelihood that people who eat organic would wear organic clothing.
Marketing	Product Management	Themes of sustainable development and CSR
Marketing	Quantitative Research	Sustainably issues and CSR
Marketing	Branding and Communication	Develop topics related to sustainability
Marketing	Distribution Channels	Discussions on sustainable development and the study of attitudes towards the purchase of organic fruits and vegetables.
International Business	Entrepreneurship and International Innovation	Solution to a specific problem within a region of the world where a business model with a community impact and social value is proposed.
International Business	International Strategy	Reflection on sustainability in the approach to internationalization strategies.
International Business	Organizations and Culture	Analysis of business ethics, company ethics, influence of culture on the ethical decision-making of the business operator, and the legal environment.

Department	Course / Area of Knowledge / Module	Global Social Responsibility
International Business	International MBA Markets	Analysis of the impact of sustainability on companies in the production sector.
International Business	International Entrepreneurship	Analysis of the entrepreneurship ecosystem and sustainable development as a critical factor.
International Business	International Business	Module on Ethics and Corporate Social Responsibility in which issues such as civil responsibilities and ethical dilemmas are developed.
International Business	Corporate Social Responsibility	Analysis of Corporate Social Responsibility practices and the dilemmas faced by multinational companies as they face their economic value and the potential for profit, versus their responsibility to adopt sustainable practices.
International Business	Business Diplomacy: Green Diplomacy and Commercial Diplomacy- building linkages for trade and sustainable development	Course module where current tensions related to trade issues and environmental negotiations are identified.
International Business	International Economic Negotiation: Current challenges for trade and environment negotiations	Course module that analyzes the dynamics of the multilateral negotiations in environmental goods and services under the Doha Mandate.
International Business	International Negotiation: Trade and Environment Negotiations	This course module analyzes the characteristics and processes of ongoing, current negotiations on environmental goods and services, in the plurilateral and multilateral fields.
International Business	International Management: Ethics and Corporate Social Responsibility	This course module identifies aspects related to Corporate Social Responsibility (CSR) and ethics, based on the 10 principles of the United Nations Global Compact and applied in management from the international context.

Department	Course / Area of Knowledge / Module	Global Social Responsibility
International Business	Post- curriculum practical training: Ethics and social responsibility. Global Governance / The Global Compact	This seminar assimilates and deepens the teachings of the subject of Corporate Social Responsibility imparted in previous course subjects. In addition, the Global Compact is explained as an instrument for companies to implement sustainable and environmentally friendly practices.
International Business	Social Responsibility, Governance and Corporate Citizenship	In-depth knowledge of the non-economic objectives that society expects from multinational companies, and the strategies of governments to facilitate these goals.
Business and Management	Decision Making Costs	Analyzes the issue of Social Responsibility from a business practice perspective.
Business and Management	Strategy	The subject of Social Responsibility is analyzed from the business practice. Analysis of sustainable development and shared value theory of Michael Porter.
Business and Management	Organizations	Analysis of sustainable development in organizations, especially in Colombia.
Business and Management	Seminar: Synthesis in Administration.	Reflection by the business administrator as a professional in his/her professional business practice.
Business and Management	Ethics and Social Responsibility	Ethical and Social Responsibility issues are addressed within the framework of organizations and their administrative areas.
Business and Management	Environmental Project Evaluation	Indicators to evaluate future environmental impacts of projects.



## Attachment 2

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# **SIP MARCH 2016 - MARCH 2017**

## **Sharing Information on Progress**

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