



# Beyond Grey Pinstripes 2005

PREPARING MBAs FOR SOCIAL AND ENVIRONMENTAL STEWARDSHIP

**Beyond Grey Pinstripes**, a biennial ranking of business schools, spotlights innovative full-time MBA programs and faculty that lead the way in integrating issues of social and environmental stewardship into business school curricula and research. These programs and pioneering faculty are preparing students for the reality of tomorrow's markets, equipping them with an understanding of the social, environmental, and economic perspectives required for business success in a competitive global economy.

# 2005 Ranking of MBA Programs

The Beyond Grey Pinstripes ranking and website allow prospective and current students, faculty, and administrators to compare programs on how well they incorporate social and environmental issues into MBA training. For corporate recruiters and executives, the information helps identify the MBA graduates best equipped to lead business in the 21st century.

Beyond Grey Pinstripes celebrates the top 30 schools among the 600 full-time MBA programs across six continents invited to participate in the survey.

Rankings	School	Location	Student Opportunity	Student Exposure	Course Content	Faculty Research
			measures the number of courses with social and environmental content 25%	indicates the percentage of course time dedicated to considering social and environmental issues 25%	reflects the degree to which courses illustrate the value of integrating social and environmental considerations into business decisions 25%	indicates the number of relevant articles published in leading peer-reviewed management journals 25%
1	Stanford	USA	★★★★★	★★★★	★★★★★	★★★
2	ESADE	Spain	★★★★★	★★★★	★★★★★	★★★
3	York (Schulich)	Canada	★★★★★	★★★★★	★★★	★★★
4	ITESM (EGADE)	Mexico	★★★★	★★★★★	★★★★	★★
5	Notre Dame (Mendoza)	USA	★★★★	★★★	★★★★	★★★★★
6	George Washington	USA	★★★★	★★★	★★★★	★★★
7	Michigan (Ross)	USA	★★★★	★★★	★★★★★	★★★★
8	North Carolina (Kenan-Flagler)	USA	★★★★	★★★	★★★★	★★★★
9	Cornell (Johnson)	USA	★★★★	★★	★★★★	★★★★
10	Wake Forest (Babcock)	USA	★★★★	★★★★	★★★	★★★
11	UC Berkeley (Haas)	USA	★★★	★★★	★★★★	★★★★
12	Nottingham	UK	★★★	★★★	★★★	★★★★★
13	Virginia (Darden)	USA	★★★	★★★	★★★	★★★★
14	Western Ontario (Ivey)	Canada	★★★	★★★★	★★★	★★★★
15	Boston College	USA	★★★	★★★	★★★	★★★★★
16	Erasmus (Rotterdam)	Netherlands	★★★★	★★★	★★★	★★★★
17	Colorado (Leeds)	USA	★★★★	★★★★	★★★	★★
18	New Mexico (Anderson)	USA	★★★★	★★★★	★★★	★★★
19	Asian Institute of Management	Philippines	★★★	★★★★	★★★★	
20	Portland State	USA	★★	★★★	★★★★	★★★
21	Yale	USA	★★★★	★★★	★★★	★★
22	McGill	Canada	★★★★	★★★★	★★★	★★★
23	Case Western (Weatherhead)	USA	★★★	★★★	★★★	★★★
24	INSEAD	France	★★★★	★★★	★★★	★★
25	Calgary	Canada	★★★	★★	★★★	★★★★
26	Jyväskylä	Finland	★★★★	★★★★★	★★★★	
27	Navarra (IESE)	Spain	★★★	★★	★★	★★★★
28	Wisconsin-Madison	USA	★★	★★	★★★	★★★★
29	Minnesota (Carlson)	USA	★★★	★★	★★★	★★★
30	Georgetown (McDonough)	USA	★★	★★★	★★★	★★★

★ The stars in this chart represent broad groupings of achievement within each measure and do not precisely represent specific scores used in the ranking. The number of stars awarded to each school is not additive across the measures with respect to the rankings. A complete explanation of the methodology behind the rankings and the stars can be found on [www.BeyondGreyPinstripes.org](http://www.BeyondGreyPinstripes.org).

# Faculty Pioneers

Candidates are nominated by their peers. Winners are selected by a panel of judges.

The commitment of business school faculty is critical to ensuring that social and environmental issues become fully integrated in business education and business practice. The Beyond Grey Pinstripes 2005 Faculty Pioneers are exceptional scholars and excellent teachers. They are leading the way in incorporating these issues into their teaching and research. *Visit the website for complete biographies of our winners, a list of finalists, and links to their publications.*

## Survey Findings

- An increasing number of schools surveyed (54% in 2005, up from 45% in 2003 and 34% in 2001) require one or more courses in ethics, corporate social responsibility, sustainability, or business and society.
- Integration of social and environmental topics into other required courses — such as accounting, economics, finance, information technology, marketing, operations, and strategy — remains limited.
- Students at the top 30 schools are exposed to social and environmental issues in roughly 25% of their core coursework, versus only 8% for students in the remaining schools.
- Higher-ranked schools offer more variety and opportunities to their students. The top 10 schools offer an average of 50 courses with social and environmental content — more than double the figure for other institutions.
- Only 4% of faculty at the surveyed schools published research on these topics in leading peer-reviewed management journals in 2003 and 2004.

**2005 Top Small School**  
**University of South Florida**  
**St. Petersburg, USA**

Visit the website for details on thousands of courses, research papers, and student activities.



**ACADEMIC LEADERSHIP: Richard Locke**

Alvin J. Siteman Professor of Entrepreneurship and Political Science and Director of the Sloan School's Global Entrepreneurship Laboratory, Sloan School of Management, Massachusetts Institute of Technology



**EXTERNAL IMPACT: Sandra Waddock**

Professor of Management and Senior Research Fellow at The Center for Corporate Citizenship, Carroll School of Management, Boston College



**INSTITUTIONAL LEADERSHIP: Kellie McElhane**

John C. Whitehead Faculty Fellow of Corporate Responsibility and Executive Director of the Center for Responsible Business, Haas School of Business, University of California, Berkeley



**INSTITUTIONAL LEADERSHIP: Luis Felipe Machado do Nascimento**

Professor of Management, Coordinator of Graduate Program, and Director of Socio-Environmental Management Discipline, Escola de Administração, Universidade Federal de Rio Grande do Sul, Brazil



**RISING STAR: Erica Plambeck**

Associate Professor of Operations, Information, and Technology, Graduate School of Business, Stanford University



**LIFETIME ACHIEVEMENT: C.K. Prahalad**

Harvey C. Fruehauf Professor of Business Administration and Professor of Corporate Strategy and International Business, Ross School of Business, University of Michigan

## THE 2005 JUDGES ARE:

PAT ATKINS, *Alcoa*

DAVID BERDISH, *Ford Motor Company*

DAN BROSS, *Microsoft Corporation*

STUART BURDEN, *Levi Strauss & Co*

RICH GUIMOND, *Motorola*

ROBERTO HOHL\*, *ABB Brazil*

ELIZABETH LASCELLE, *Johnson & Johnson*

MARY O'MALLEY, *Prudential Financial, Inc.*

LUIS ULLA\*, *Argentine Institute of Corporate Social Responsibility*

FERNANDO VILLARAN de la PUENTE\*, *former Minister of Labor of Peru*

CHRIS WREDE, *The Gap*

\*Judges for Latin America award.

## Thank you to this year's participating business schools.

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- California Polytechnic State University
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- Columbia University
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- Dartmouth College
- Duke University
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- ESADE Business School
- Fundação Getulio Vargas - Rio de Janeiro
- Georgetown University
- HEC School of Management - Paris
- Illinois Institute of Technology
- IMD - International Institute for Management Development
- INSEAD
- Instituto de Empresa
- Instituto Tecnológico y de Estudios Superiores de Monterrey - Campus Monterrey
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- London Business School
- Loyola University Chicago
- Massachusetts Institute of Technology
- McGill University
- Monterey Institute of International Studies
- New York University
- Northwestern University
- Portland State University
- Rice University
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- Stanford University
- Temple University
- The George Washington University
- The Pennsylvania State University
- The University of Alabama
- The University of Arizona
- The University of Michigan
- The University of New Mexico
- The University of North Carolina at Chapel Hill
- The University of Nottingham
- The University of Texas at Austin
- Thunderbird
- Tulane University
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- University of Alberta
- University of Calgary
- University of California - Berkeley
- University of California - Davis
- University of Cambridge
- University of Cape Town
- University of Colorado at Boulder
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- York University

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The Sustainable Enterprise Program harnesses the power of business to create profitable solutions to environment and development challenges.

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## The Aspen Institute's Business and Society Program

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