ASPEN'S GLOBAL 100:
Beyond Grey Pinstripes 2009-2010

Preparing MBAs for Social and Environmental Stewardship
BEYOND GREY PINSTRIPES is a research survey and alternative ranking of business schools that spotlights innovative full-time MBA programs leading the way in integrating social and environmental stewardship into their curriculum and scholarly research. These schools are preparing today's students—tomorrow's leaders—for future market realities by equipping them with the social, environmental and economic perspectives required for business success in a competitive and fast changing global economy.

This ranking is the result of over 18 months of rigorous research—designing the survey, outreach to MBA programs around the world, data collection and analysis—looking at how well MBA programs incorporate social, environmental and ethical issues into the training of future business executives. Approximately 80,000 pages of data were collected from 149 participating schools. These data are thoroughly reviewed to determine the Aspen 100. Whatever their rank, all Beyond Grey Pinstripes schools are trailblazers in this arena.

<table>
<thead>
<tr>
<th>School Name</th>
<th>Country</th>
<th>Relevant Courses</th>
<th>Student Exposure</th>
<th>Faculty Research</th>
<th>Faculty Impact</th>
<th>Sustainability Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 York (Schulich)</td>
<td>CAN</td>
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<td>2 U. of Michigan (Ross)</td>
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<td>7 RSM Erasmus</td>
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<td>10</td>
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<td>21 U. of San Diego School of Business Admin.</td>
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<td>37</td>
<td>22</td>
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<tr>
<td>22 Loyola U. Chicago Graduate School of Bus.</td>
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<td>16</td>
<td>50</td>
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<td>23 Nottingham University Business School</td>
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<td>78</td>
<td>38</td>
<td>42</td>
<td>5</td>
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<td>24 Ohio State (Fisher)</td>
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<td>25 Portland State U. School of Business Admin.</td>
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<td>52</td>
<td>33</td>
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</table>

QUICK FACTS AND TRENDS

- 63% of this survey cycle's 149 participating schools are located in the United States, the remaining 37% are located in 24 countries, from South Korea to Venezuela, from Australia to Finland.
- The percentage of schools surveyed that require students to take a course dedicated to business and society issues has increased dramatically over time, but at a slowing rate: 34% in 2001; 45% in 2003; 54% in 2005; 63% in 2007; 69% in 2009.
- Since the last survey in 2007, the number of effective courses submitted per school that contain some degree of social/environmental content has increased on average by 12%, or nearly two classes per school.
- Many more facts and trends are available at:

www.BeyondGreyPinstripes.org
PROGRAMS WERE ASSESSED IN FOUR AREAS:

AVAILABILITY OF RELEVANT COURSES counts the number of courses offered that contain social, environmental or ethical content. How much opportunity do students have to take courses with this content?

STUDENT EXPOSURE measures teaching hours and student enrollment in these courses. To what extent are students actually exposed to such content?

RELEVANT COURSES ON FOR-PROFIT IMPACT considers the number of courses that specifically address the intersection of social impact management with mainstream, for-profit business. Do any of the courses being taught on campus explicitly discuss how business can be an engine for improving social and environmental conditions?

FACULTY RESEARCH counts the number of scholarly articles containing some degree of social, environmental or ethical content being published in peer-reviewed, business journals. To what extent do professors on campus explore these issues in their own research?

Please visit www.BeyondGreyPinstripes.org for more information about our methodology.

51  U. of Calgary (Haskayne)  CAN  78  47  51  29  84  78  Saint Joseph’s University (Haughey)  USA  69  12  103  80
52  Boston U. School of Management  USA  69  102  14  42  85  77  Kansas State U. College of Business Admin.  USA  83  41  103  29
53  U. of Western Ontario (Ivey)  CAN  58  53  103  10  86  78  University of South Australia (Igsb)  AUS  124  6  71  102
54  Northwestern (Kellogg)  USA  39  96  32  59  87  78  HEC Paris  FRA  64  116  32  74
55  Villanova U. School of Business  USA  97  19  103  13  88  D’Allesio SBA  CAN  22  114  32  130
56  Wright State (Raj Soin)  USA  97  64  42  38  89  Cranfield School of Management  GBR  91  91  71  34
57  Arizona State (W.P. Carey)  USA  72  46  103  12  90  Massachusetts Institute of Tech. (Sloan)  USA  33  77  32  134
58  Michigan Tech. School of Business and Econ.  USA  78  63  23  85  91  U. of Bath School of Management  GBR  117  72  103  15
59  Thunderbird School of Global Management  USA  37  87  51  59  92  EGADE Tecnologico de Monterrey  MEX  58  79  71  80
60  IESA  VEN  69  51  32  111  93  Georgia State University (Robinson)  USA  91  93  51  59
61  U. of Southern California (Marshall)  USA  52  109  51  38  94  Tulane (Freeman)  USA  66  86  71  78
62  Pepperdine (Graziado)  USA  39  71  51  96  95  Oregon State U. College of Business  USA  117  65  71  66
63  Copenhagen Business School  DEN  97  81  71  22  96  Ashridge Business School  GBR  121  48  71  74
64  UT Dallas School of Management  USA  62  97  51  49  97  Claremont Graduate University (Drucker)  USA  85  62  71  102
65  CUNY, Baruch College (Zicklin)  USA  111  25  71  66  98  Washington State U. College of Business  USA  111  17  103  80
66  U. of Colorado at Denver Business School  USA  64  92  23  102  99  U. of Arkansas (Walton)  USA  106  95  71  49
67  Bentley (McCallum)  USA  39  115  71  26  100  IEDC (Bled)  SLO  97  57  51  120
68  Lamar University College of Business  USA  78  26  71  85  101  U. of Maryland (Smith)  USA  58  84  71  115
69  U. of Vermont School of Business Admin.  USA  91  80  51  47  102  Illinois Institute of Technology (Stuart)  USA  72  85  51  120
70  Vericke Leuven Gent Management School  BEL  77  20  103  59  103  London Business School  GBR  112  128  51  34
71  University of Glasgow Business School  GBR  106  55  71  40  104  Audencia Nantes School of Management  FRA  97  56  103  50
72  Western Washington U. CBE  USA  106  83  42  50  105  Asian Institute of Management  PHI  56  69  51  134
73  Boston College (Carroll)  USA  83  111  71  16  106  Baylor University (Hankamer)  USA  66  110  71  74
74  Vanderbilt ( Owen)  USA  45  101  71  55  107  North Carolina State U. (Jenks)  USA  62  58  71  80
75  U. Mass Boston College of Management  USA  85  67  71  55  108  aSSIST  KOR  54  74  103  96

TOP TEN LISTS

UNITED STATES
1  U. of Michigan (Ross)
2  Yale School of Management
3  Stanford Graduate School of Business
4  Notre Dame (Mendoza)
5  UC Berkeley (Haas)
6  NYU (Stern)
7  Columbia Business School
8  U. of Virginia (Darden)
9  Cornell (Johnson)
10  GWU School of Business

INTERNATIONAL
1  York (Schulich)
2  RSM Erasmus
3  IE Business School
4  Nottingham Business School
5  Griffith Business School
6  INSEAD
7  McGill (Desautels)
8  EGADE Business School
9  Concordia (John Molson)
10  U. of Stellenbosch Business School

COURSEWORK
1  Yale School of Management
2  Stanford Graduate School of Business
3  U. of Michigan (Ross)
4  York (Schulich)
5  Notre Dame (Mendoza)
6  IE Business School
7  NYU (Stern)
8  UC Berkeley (Haas)
9  Wisconsin School of Business
10  U. of North Carolina (Kenan-Flagler)

RESEARCH
1  York (Schulich)
2  U. of Michigan (Ross)
3  Notre Dame (Mendoza)
4  UC Berkeley (Haas)
5  U. of Virginia (Darden)
6  Nottingham Business School
7  RSM Erasmus
8  U. of Navarra (ISEE)
9  Concordia (John Molson)
10  U. of Western Ontario (Ivey)

SMALL FULL-TIME ENROLLMENTS
1  Simmons School of Mgmt.
2  Duquesne (Donahue)
3  U. of Denver (Daniels)
4  U. of San Diego School of Business Admin.
5  Nottingham University Business School
6  Portland State U. School of Business Admin.
7  Griffith Business School
8  UC Davis Graduate School of Management
9  McGill (Desautels)
10  Case Western Reserve (Weatherhead)
The Aspen Institute Center for Business Education (Aspen CBE) equips business leaders for the 21st century with the vision and knowledge to integrate corporate profitability and social value. We help business educators incorporate issues of social and environmental stewardship into teaching and research by offering targeted resources, networks and a platform to share cutting edge practice among peers.

As part of the Aspen Institute Business and Society Program, Aspen CBE maintains close ties with over 150 MBA programs in 28 countries. Our websites draw over 100,000 visits monthly and our events and networks attract over 1,000 participants each year.

The Aspen Institute mission is twofold: to foster values-based leadership, encouraging individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues.

About the cover:
Using the online service Wordle, the cover image is a graphic representation of the titles of each of the 5,500+ courses reviewed in the 2009-2010 survey. Generally speaking, the relative size of each word reflects how frequently the word appeared in the data set.

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Beyond Grey Pinstripes is a program of Aspen CBE.
For information on other Aspen CBE programs and events, visit our website:

www.aspenCBE.org