



# IDEAS FOR A SUSTAINABLE FUTURE

2011  
ANNUAL  
REPORT

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The background is a deep blue gradient, transitioning from a darker, almost blackish-blue on the left to a bright, cyan-like blue on the right. Numerous small, white, spherical bubbles of varying sizes are scattered across the lower half of the image, particularly concentrated on the right side. Faint, wispy white lines resembling light rays or smoke drift upwards from the bottom right towards the top right corner. The overall texture is soft and ethereal.

HOW DO WE WANT TO LIVE IN THE NEXT 20 YEARS?

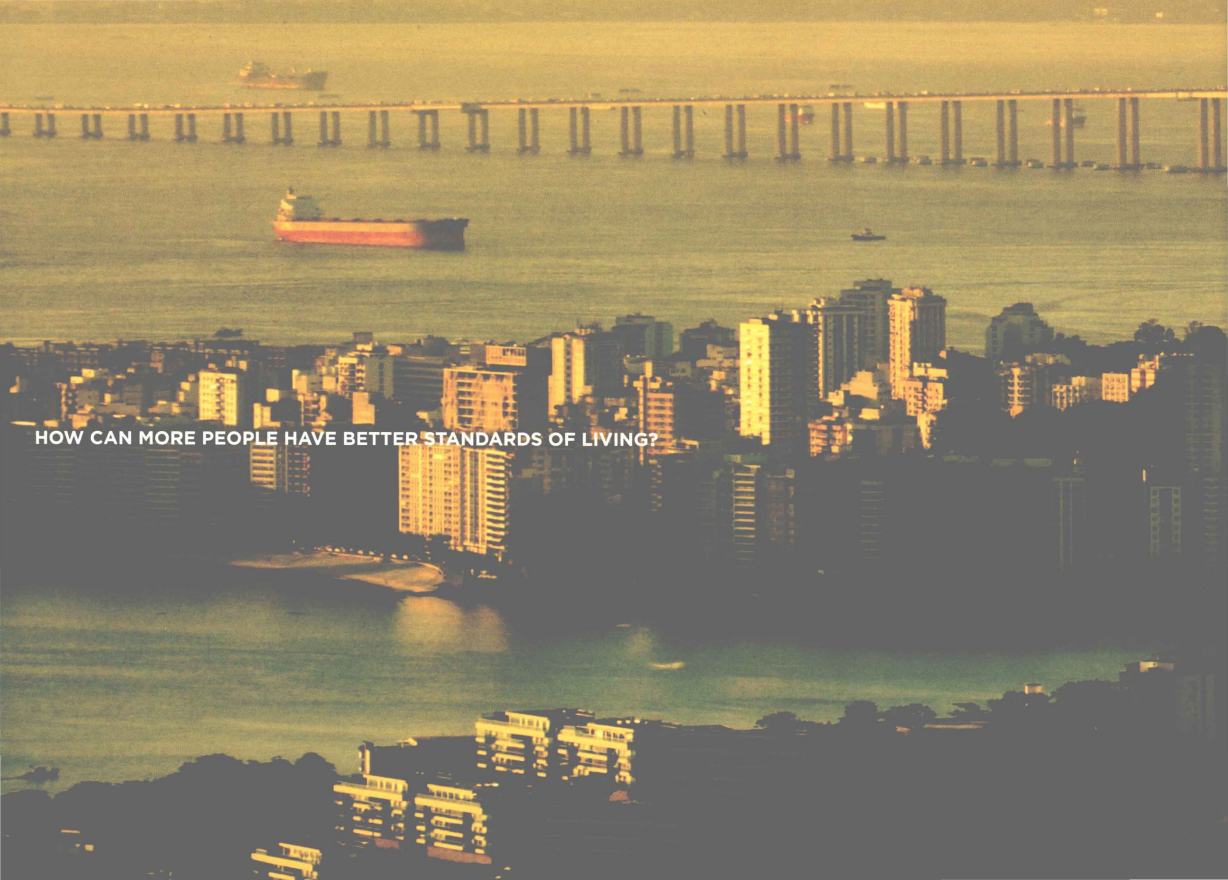
The image features a vibrant blue background that transitions from a lighter, almost white glow on the left side to a deeper blue on the right. The surface is covered with numerous small, glistening water droplets of varying sizes, which catch the light and add a textured, organic feel to the composition. The overall effect is one of freshness and depth.

# FUTURE





WHAT KIND OF POLICIES CAN BE IMPLEMENTED TO PROTECT THE ENVIRONMENT?

An aerial photograph of a coastal city at sunset. A long bridge with many vertical supports spans the water in the background. A large red and white cargo ship is in the water. The city is filled with tall buildings, some of which are lit up. The water is a deep blue, and the sky is a mix of orange and blue.

HOW CAN MORE PEOPLE HAVE BETTER STANDARDS OF LIVING?

**1** TOP THINK TANK IN  
SOUTH AMERICA AND  
THE CARIBBEAN

**30** AMONGST THE  
30 BEST THINK TANKS  
IN THE WORLD

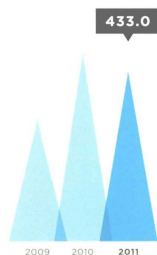
**100** FGV RANKED AMONGST THE  
TOP 100 HIGHER EDUCATION  
INSTITUTIONS IN THE WORLD

**8** SCHOOLS OF HIGHER  
EDUCATION

**269** RESEARCH  
PROJECTS

**280** TECHNICAL  
ASSISTANCE  
PROJECTS

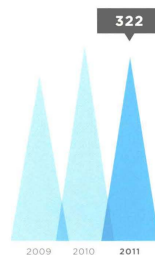




**APPROVED  
MASTER'S THESES**



**APPROVED  
PHD THESES**

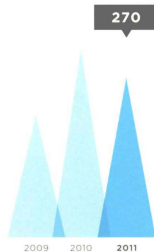


**PHD COURSES:  
ENROLLED STUDENT**

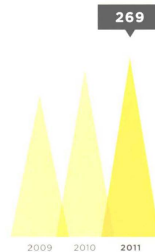
▲ EDUCATION  
 ▲ RESEARCH  
 ▲ PROJECTS  
 ▲ PRESS



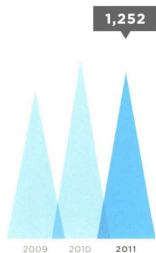
**UNDERGRADUATE  
COURSES:  
STUDENTS AWARDED A  
BACHELOR'S DEGREE**



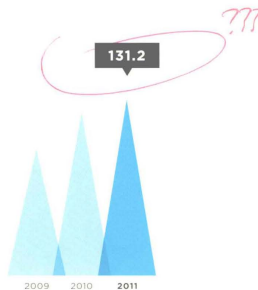
**TECHNICAL, SCIENTIFIC  
AND ACADEMIC  
ASSISTANCE AND  
COOPERATION  
PROJECTS**



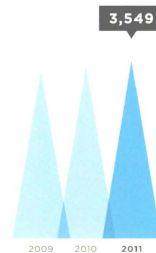
**RESEARCH PROJECTS**



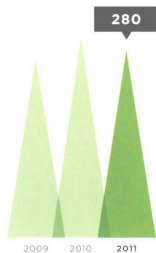
MASTER COURSES:  
ENROLLED STUDENTS



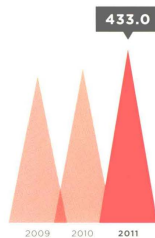
CONTINUING EDUCATION:  
ENROLLED STUDENTS  
*(Thousands)*



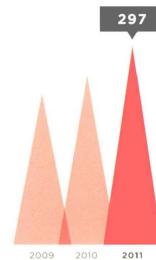
UNDERGRADUATE  
COURSES:  
ENROLLED STUDENTS



TECHNICAL ASSISTANCE  
PROJECTS



BOOKS IN  
CIRCULATION  
(THOUSANDS)



BOOKS EDITED

**11 IDEAS FOR A  
SUSTAINABLE  
FUTURE**

**LETTER FROM**

**CARLOS  
IVAN  
SIMONSEN  
LEAL**

*PRESIDENT  
FUNDAÇÃO GETULIO VARGAS*

In June of this year, the city of Rio de Janeiro hosted Rio+20, the United Nations Conference on Sustainable Development, which dealt mainly with two subjects: the green economy in the context of sustainable development and poverty eradication, and the institutional structure needed for sustainable development.

Over the nine days of the conference, delegations representing 188 countries and three observers were charged with renewing their nations' political commitment to sustainable development, evaluating progress and shortfalls in implementing the decisions taken in ECO92, and identifying and addressing new needs and topics that have arisen since the original conference. At the end of the meeting, over 500 billion dollars in commitments to sustainable development had been mobilized, in areas including energy, transportation, green economy, disaster preparedness and response, desertification, water, forests, agriculture and education. An additional 692 voluntary agreements for sustainable development were signed by governments, businesses, civil society groups, universities, and other entities.

The Fundação Getúlio Vargas (FGV) played a noticeable role in Rio+20. FGV hosted and organized official conference events, and actively participated in the exchange of ideas, experiences and academic knowledge in a number of round tables, forums, press

conferences and agreement drafting sessions related to economics, finance, business and public administration, law and education. What's more, the contribution of FGV to issues of development, sustainability, poverty eradication, public policy and governance goes far beyond the conference days.

In 2011, FGV was again ranked the #1 think tank in South America and the Caribbean, and one of the top 30 in the world, by the University of Pennsylvania, the recognized authority in think tank rankings.

We believe that the recognition of FGV among the most influential think tanks in the world stems from our commitment and excellence in fulfilling our mission of generating and conveying ideas, data, research and analysis that contribute to socioeconomic development, responsible governance and ethics, a mission that goes hand in hand with the objectives of the United Nations Conference on Sustainable Development.

For this reason, in addition to reporting on the academic and policy work of FGV schools, research centers, and key figures in 2011, this Annual Report presents "11 Ideas for a Sustainable Future," in which 11 researchers and experts from FGV — many of them working at the federal, state and municipal government level — talk about sustainable development within their areas of research and activity both

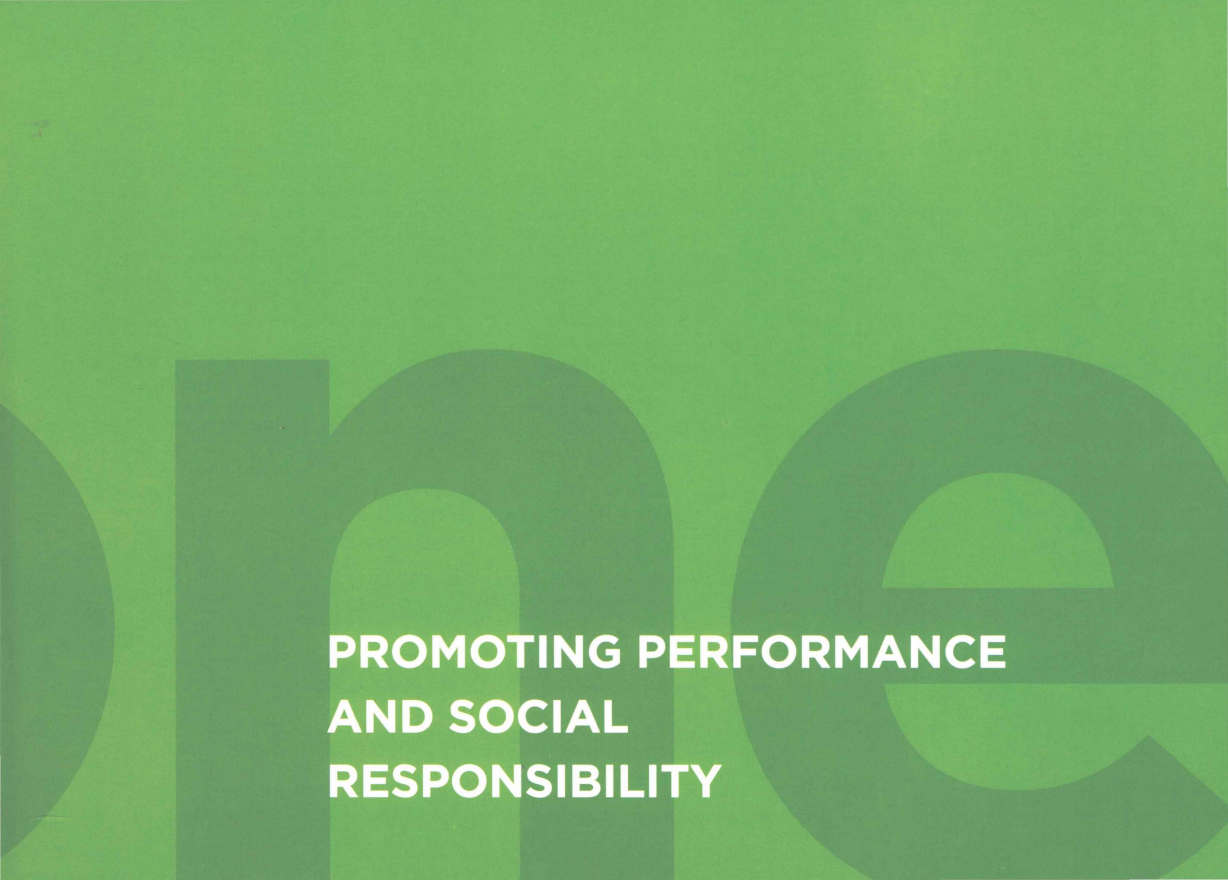
in Brazil and worldwide. How do those areas overlap? What are the challenges? How does Brazil fit in this context? How can other countries take advantage of the Brazilian experience? How far have we come and what remains to be done?

We invite you to enjoy this small sample of work by FGV's academic staff on the most urgent issues facing us today. And we persist in our firm commitment to helping to make Brazil even more fair, sustainable and competitive, and to help Brazil continue to play an influential role on the world stage.



**idea**



The background of the slide features large, stylized, lowercase letters 'pre' in a dark green color, which are partially obscured by the white text. The letters are positioned behind the text, with 'p' on the left, 'r' in the middle, and 'e' on the right.

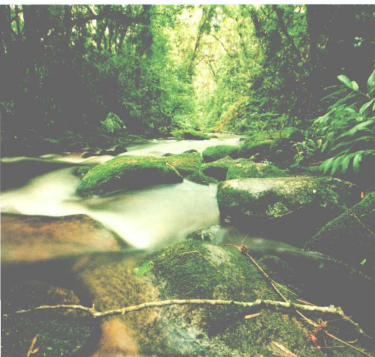
# **PROMOTING PERFORMANCE AND SOCIAL RESPONSIBILITY**

# SUSTAINABILITY AND SOCIAL RESPONSIBILITY: KEYS TO COMPETITIVENESS

FLÁVIO CARVALHO DE VASCONCELOS

DEAN

FGV SCHOOL OF ADMINISTRATION, EBAPE



In these times of Rio+20, the green economy and social responsibility, it is almost impossible to distance oneself from the concept of sustainability. Together with economic development, this topic has become the focus of seemingly endless debate around the world. What is increasingly evident is that society must finally assume its vital role in ensuring the systemic continuity of any and all initiatives that favor the environment, especially if we consider the disastrous consequences we could face as the result of years and years of neglect and unsustainable business practices.

At the same time, nations want to develop their economies, to strengthen them and make them more competitive. Public opinion generally associates economic development with the destruction of

the environment. Nevertheless, despite the progress made, many companies still use the term “sustainable development” as the central theme of their production processes and relations with consumers without really committing themselves to truly sustainable policies or genuinely effective measures.

**AS A RESULT, GOVERNMENT AND CIVIL SOCIETY HAVE DEMANDED THAT MORE EFFICIENT AND EFFECTIVE MEASURES BE IMPLEMENTED TO PREVENT THE ABUSE AND IRREGULAR USE OF SCARCE NATURAL RESOURCES. FORTUNATELY, THERE ARE CASES WHERE ORGANIZATIONS WITH SPECIFIC CHARACTERISTICS HAVE BEEN ABLE TO TREAT THE SUBJECT AS AN OPPORTUNITY FOR DEVELOPMENT,**

**NOT ONLY IN TERMS OF THEIR BUSINESS BUT ALSO IN TERMS OF THE COMMUNITY AS A WHOLE.**

The world's leading business schools have already begun to consider how to best prepare leaders who are conscientious and able to deal with this new kind of economy based on sustainability. In this new scenario, the idea is to construct a model of education that is responsible, based on ethics, good governance and transparency, and which encourages innovation aimed at sustainability and corporate responsibility.

The role of these schools should be associated with the challenges that sustainable management imposes on organizations, guiding future managers to think along the lines of measures and initiatives that can produce positive economic results without, at the same time, harming the environment.

**THIS ARISES BECAUSE THE ISSUES OF SUSTAINABILITY AND SOCIAL RESPONSIBILITY ARE KEY FACTORS IN COMPETITIVENESS. THE MARKET RECOGNIZES THESE ATTRIBUTES AS ONES THAT ADD VALUE; THEREFORE, WE ARE DEALING WITH A PROGRESSIVE MOVEMENT IN WHICH ORGANIZATIONS DESIRE TO BE ASSOCIATED WITH PRODUCTS, SERVICES AND PRACTICES THAT ARE SUSTAINABLE AND ENVIRONMENTALLY CORRECT.**

EBAPE considers that the green economy and sustainable development should be mainstreamed into the academic programs of all its courses, given the

importance of these issues and the need to produce ever more conscientious citizens. The school, which has been a benchmark for quality teaching and preparing leaders in the area of public and business administration for 60 years, has sought to offer activities and partnerships that are aligned with growing demands for a greater bias in favor of protecting the environment. Such demands have contributed to the formation of existing and future leaders who can make a difference, thereby constructing a fairer society and one that is committed to the welfare of future generations.

On the occasion of Rio+20, the United Nations Conference on Sustainable Development, held in Rio de Janeiro in June of 2012, EBAPE, in conjunction with Direito Rio (The Law School), held a series of panels to discuss the perspectives and proposals of both public and private organizations with respect to the issue of sustainable consumption.

Professors from the FGV schools and their guests discussed the outlook of companies, consumers and the public sector with regard to the future of the environment. Issues such as the Declaration of Recommendations for Rio+30 (the United Nations Conference on Sustainable Development) and the national implementation of sustainable consumption were also discussed by those attending the event.

Over the years, EBAPE has encouraged entrepreneurship and sustainability through projects, seminars and scientific symposia involving important teaching institutions, government representatives from many different countries, and organizations directly involved in such issues. This is because the school has always

given priority to academic excellence associated with the subjects most relevant to the globalized world. All this has been closely aligned with FGV's mission, which is, in essence, to produce leaders who can contribute to Brazil's development.



# SCHOOL OF ADMINISTRATION EBAPE

*RIO DE JANEIRO*

Founded in 1952 in the Brazilian city of Rio de Janeiro, EBAPE was the first school in Latin America to offer students a higher education course in Administration.

Since its founding, EBAPE has produced numerous publications, conducted extensive national and international research, and trained large numbers of administrators in both the public and private sectors. EBAPE's academic degree programs include a B.A., an M.A. in Management, an Executive Master's in Business Administration, and the school's PhD Program.

The school is staffed by a highly qualified group of professors with PhDs who are devoted exclusively to research and teaching and publish their theoretical and applied studies in top specialist journals in Brazil and abroad.

EBAPE's priorities are academic excellence, engagement in learning, and top-level research.

The school also produces a number of its own publications: The Public Administration Review (RAP), the Cadernos EBAPE.BR, the Portuguese and Brazilian Management Review (RPBG) and the Observatory in Tourism Innovation (OIT).

EBAPE was ranked among the best institutions in Brazil in the General Course Index published by the Ministry of Education, which gave EBAPE its highest score (5), placing it among the top five schools in Rio de Janeiro. EBAPE was also recognized as having the best Executive Master's program in Business Administration in Brazil by *Você S/A* Magazine and was the winner of the Outstanding Paper Award by Emerald Literati

Network Awards for Excellence in 2011. The school's graduates are very much sought after by many of the top private and public organizations in Brazil.

At the international level, the school has established partnerships with the world's most renowned business schools. Through its exchange programs, EBAPE has been able to provide both Brazilian and international students with exposure to new cultural, social and economic realities, in the process enabling the school to strengthen its global brand and reputation.

# 48

ARTICLES IN JOURNALS  
PRODUCED BY EBAPE'S  
PROFESSORS

# 19

CHAPTERS IN  
BOOKS

# 36

ACADEMIC PAPERS  
FOR EVENTS



**idea**

**PREPARING FOR  
THE EFFECTS OF  
CLIMATE CHANGE**

# PREVENTIVE POLICIES REDUCE RISKS FROM CLIMATE CHANGE

**MARILENE RAMOS**

PRESIDENT  
INEA (RIO DE JANEIRO ENVIRONMENT INSTITUTE)  
AND PROFESSOR, EBAPE



In the State of Rio de Janeiro, we would like to highlight three areas of activity relating to climate change and its adverse effects on urban and rural areas: awareness of vulnerabilities, preventive action, and acknowledgement of our global responsibilities in this area.

The Environment Secretariat of Rio de Janeiro State, in joint action with Coppe/UFRJ, has developed a study on vulnerability that pinpoints how climate change may affect Rio de Janeiro. Among the changes predicted are: rising sea levels affecting coastal and lowland areas such as Fluminense and Campista; the savannization of the Atlantic Forest, which covers 20% of Rio de Janeiro State; issues concerning water availability (Rio is largely dependent on a single source, the Paraíba do Sul River); and landslides, which can lead to severe human and material losses.

Based on these predictions, we design and implement specific preventive actions, such as investing to expand the environmental conservation units.

**THE MORE WE CAN DO TO MINIMIZE  
DEFORESTATION, AND RESTORE VEGETATION  
COVERAGE, THE BETTER SITUATED WE WILL  
BE TO RESPOND TO THE ADVERSE EFFECTS  
OF CLIMATE CHANGE. OVER THE PAST FIVE  
YEARS, MORE CONSERVATION AREAS HAVE  
BEEN CREATED THAN IN ANY PREVIOUS  
PERIOD: TODAY WE HAVE NEARLY 200,000  
ACRES OF CONSERVATION UNITS AND ZERO  
DEFORESTATION IN THE STATE OF  
RIO DE JANEIRO.**

Another point to consider is that many projects developed by INEA to address macro drainage and flood control already take climate change into account.

At Baixada Fluminense, we are already building and reinforcing flood control dams in anticipation of rising sea levels. At the same time, we have carried out the resettlement of populations living near the river and surrounding areas, as it is this population that is most vulnerable to flooding.

**BOTH AT BAIXADA FLUMINENSE AND IN THE MOUNTAINS, WE HAVE MADE AN ATTEMPT TO DETERMINE OCCUPATION-LIMITING BELTS: ACCORDINGLY FAMILIES HAVE BEEN RELOCATED, AND FLUVIAL PARKS, BIKE PATHS, AND RECREATION AREAS HAVE BEEN BUILT IN ORDER TO ENSURE NON-REOCCUPATION IN THE FUTURE, THUS ALLOWING ROOM FOR MINIMIZING THE MOST SEVERE FLOODING EFFECTS ON THE POPULATION.**

In addition, we are mapping the regions at geological and geotechnical risk to identify those areas that require emptying for the purpose of restoring the drainage system and recovering forest, thus reducing the risks and damage resulting from landslides. We have also built housing units for resettlement of these populations, as well as of any communities under PAC (Growth Acceleration Program) assistance.

Considering the global dimension of climate change, and the fact that all peoples need to do their part to minimize its effects, the state has already approved

the Climate Change Law and is moving towards the establishment of emission control targets focused in specific industries. We must act to ensure that emissions do not grow at the same rate as our economies.



idea

**BEING  
COMPETITIVE  
IN THE GLOBAL  
ECONOMY**

# SUSTAINABILITY AS A BUSINESS ISSUE

## RENATO J. ORSATO

PROFESSOR  
RESEARCH CENTRE FOR SUSTAINABILITY, GVCES

## MARIO MONZONI

PROFESSOR  
RESEARCH CENTRE FOR SUSTAINABILITY, GVCES



Companies can increase their competitiveness and protect the environment at the same time, but only under certain conditions.

In the two decades since Rio92, the prevailing mindset in business has shifted, from 'greening never pays' to the view that 'greening always pays'. Unfortunately, from both the business and the environmental perspectives, after 20 years of experience we now know that the scope for win-win scenarios is narrower than we might wish. Out of the vast array of actions taken by firms, only a few will be profitable or generate competitive advantages. This is not, however, all bad news. After all, sustainability is similar to other business issues: the profitability of investments depends on the organization's internal and external environments. Therefore, to restore the balance of arguments for

and against greening, we — business schools in particular — need to identify the conditions under which corporate environmentalism pays. This is exactly what we do at FGV. By researching these conditions, we have been helping our students to rethink the fundamentals of management.

From the broad array of sustainability factors that can enhance the competitiveness of businesses, we recognize that competitive advantage can be a function of the ability of firms to develop and use physical and intellectual resources. As with any other issue in business, the way firms manage their activities has the potential to create or destroy value. Therefore, at FGV we treat sustainability issues as a business issue that has to be seriously researched and taught. Personally, we would like the transformation to sustainable societies happen

faster than it has been. Unfortunately, the complexity of human organization slows the pace of actions based on ecological principles. The very nature of open societies requires time for dialogue so consensus can be reached for peaceful social change. As a result, the pace towards natural capitalism is much slower than most of us would like it to be.

**OVERALL, THE EVOLUTION TOWARDS MORE SUSTAINABLE SYSTEMS OF PRODUCTION AND CONSUMPTION INVOLVES A STRONG DEGREE OF POLITICAL NEGOTIATION, TECHNOLOGICAL DEVELOPMENT, AND ENTREPRENEURSHIP.**

**EVEN IF WE ARE ABLE TO DEPLOY RADICALLY NEW TECHNOLOGIES**

**OR BUSINESS MODELS, THEIR IMPLEMENTATION REQUIRES INCREMENTAL INSTITUTIONAL REFORM.**

Business schools play a central role in such a process. In open societies, where wealth creation results from the negotiated expansion of both private profits and public benefits, we hope that the work developed at FGV contributes to the fastest possible pace of the greening of firms, industries and entire societies. By having a realistic view of what works and what does not work in the realm of corporate environmentalism, we plan to help organizations to be more effective and, as a result, to be increasingly ambitious with their sustainability goals. After all, a realistic account is more useful than unfounded beliefs about reality. This is not to say that opportunities for the greening of industry do not exist.

They do exist and they are vast. However, opportunities are largely dispersed, and can appear confusing within the context in which companies operate and limited by the competencies possessed by them. Within existing rules, there is much companies can do for the creation of sustainable societies but, as our research suggests, we first need to have a better understanding of the conditions favoring or hindering companies with regard to obtaining returns from eco-investments. By doing so, we will eventually be able to identify the key elements making capitalist enterprises truly sustainable.

# SCHOOL OF ADMINISTRATION EAESP

SÃO PAULO

EAESP is regarded as one of the most prestigious and pioneering schools of business and public administration in Latin America. EAESP's combination of tradition and permanent innovation has ensured its leadership in Brazil. The school maintains a long tradition of educating leaders, academic institutions, businesses, government, and not-for-profit organizations, offering degrees in both business and public administration at the undergraduate and graduate levels. The close relationship between the school's students and faculty, with the business community, and with Brazilian society at large has resulted in numerous

research publications and a knowledge flow between academic and practical issues. Throughout its history, EAESP has worked to constantly update and improve its learning and research activities. The school's continued search for excellence has enhanced a growing exchange between EAESP and foreign universities: students and faculty from all parts of the world study and conduct research at the school, and EAESP's students and faculty often learn and teach abroad. For over five decades, EAESP has trained professionals with deep knowledge and a spirit of critical analysis to face the challenges of a constantly evolving world.

## RANKINGS

ONE MBA RANKED AS  
BEST EXECUTIVE MBA  
IN LATIN AMERICA BY  
THE FINANCIAL TIMES

1<sup>st</sup>

BUSINESS SCHOOL  
IN BRAZIL

4<sup>th</sup>

TOP BUSINESS  
SCHOOL IN LATIN  
AMERICA

## INTERNATIONAL

53

PROFESSORS  
PARTICIPATED IN  
INTERNATIONAL  
CONGRESSES

94

EXCHANGE  
AGREEMENTS WITH  
94 INTERNATIONAL  
INSTITUTIONS

## INTERNATIONAL AGREEMENTS

International accreditations of excellence in education  
and research

European Foundation for Management Development

European Quality Improvement System

Association to Advance Collegiate Schools of Business

Association of MBA's

## HIGHLIGHTS

International accreditations of excellence in education  
and research: AACSB, EFMD/EQUIS AMBA

Member of CEMS Alliance (The Global Alliance in  
management Education)

**idea**



# **IMPLEMENTING CONSISTENT MACROECONOMIC POLICIES**

# BRAZIL: THE THREE-BONUS PERIOD

RUBENS PENHA CYSNE

DEAN  
FGV SCHOOL OF ECONOMICS, EPGE



The Brazilian economy has been going through a period of three bonuses: the population bonus, the terms-of-trade bonus and the nonrenewable-resource bonus.

The first one relates to the fact that, given demographic dynamics, by 2020 the ratio between the workforce and population will be at a maximum. The second bonus is the 25% increase in the ratio between export and import prices when one compares the 1981–1993 and the 1994–2011 periods<sup>1</sup>. The third bonus has to do with the discovery of new sources of nonrenewable natural resources, most notably “pre-sal”.

Textbook economic theory tells us that a country going through such a favorable period would usually be saving vis-à-vis the rest of the world. Put another way, that country would be creating positive net assets abroad as

a cushion for less prosperous times in the future. After all, negative shocks do come, sooner or later, and using good times to create conditions to dampen them is wise.

Such an excess of domestic savings over investment is not indicated by Brazilian macroeconomic data. Indeed, the current account of balance of payments resulted in a US\$ 52.4 billion deficit in 2011 and could exceed US\$ 60.0 billion in 2012. Even in recent, and relatively favorable, times, the country has been increasing (rather than decreasing) its net external liabilities (from US\$ 600.8 billion at the end of 2009 to US\$ 675.0 billion as of April 2012).

Developmentalists claim that managing macroeconomic variables to create a current account surplus would be an ill-advised strategy. As Brazil is a country

with slightly negative government savings<sup>2</sup> and low private savings, they argue, increasing net external liabilities would be the only way to sufficiently foster capital formation.

This line of reasoning implicitly incorporates a strong optimism about the future prospects for the global economy and that of Brazil. It also overlooks the fact that in recent years total investment has not kept the pace with the increase in external savings. Borrowing from abroad to finance consumption in good times may, in the end, not be a wise course of action.

**THERE IS A CLEAR NEED TO TRANSFORM THE THREE TEMPORARY BONUSES MENTIONED AT THE OUTSET OF THIS ARTICLE INTO THREE NEW ONES OF A MORE PERENNIAL AND ENDOGENOUS NATURE: NAMELY, EDUCATIONAL, INSTITUTIONAL, AND ENVIRONMENTAL BONUSES.**

Education as asset formation has at least one advantage over paying part of governmental or external net liabilities: it is not easily reversed by subsequent populist governments. However, educated people may migrate once they notice that a poor institutional setup is likely to hinder their personal efforts to flourish. This is the first moment in which the necessity of a simultaneous institutional bonus (in a Douglass-North sense) becomes apparent. The recent literature<sup>3</sup> linking growth to institutional capital should be always kept in mind.

Finally, embracing the cause of environmental protection does not have to mean, as some suggest, a

third-world submission to imported ideas. Given its geographical attributes, Brazil has a natural role to play in this area. It should start by recognizing that the assumptions behind Coasean ideas are usually far from suitable to political negotiations of this theme. This is to say that where property rights are allocated does matter in the final political outcome.

That said, embracing the cause of environmental protection does mean adhering to strict global standards, as well as establishing clear definitions of property rights that can link the protection of the environment with a more equanimous distribution of world income and wealth — in particular, property rights under which latecomers would not be limited to low growth and welfare leftovers from the 20th century.

<sup>1</sup> Cysne, Rubens Penha “Terms-of-trade Curse?,” *Revista Conjuntura Econômica*, vol. 63, número 8, 2009.

<sup>2</sup> Nominal net borrowing requirements have reached 2.42% of GDP in April 2012 and public investments are not greater than that.

<sup>3</sup> See, e.g., some contributions of Daron Acemoglu and related references: “The Colonial Origins of Comparative Development: An Empirical Investigation,” *American Economic Review* 91: 1369-1401; “Reversal of Fortune: Geography and Institutions in the Making of the Modern World Income Distribution,” *Quarterly Journal of Economics* 117: 1231-1294 and “Institutions as a Fundamental Cause of Long-Run Growth,” in *Handbook of Economic Growth*, Philippe Aghion and Steven N. Durlauf (editors), Amsterdam: North-Holland, pp. 384-473, 99.

# SCHOOL OF ECONOMICS EPGE

*RIO DE JANEIRO*

EPGE is dedicated to the understanding and solution of economic problems. The school pursues these objectives by offering the highest possible level of education backed by state-of-the-art research.

Since its founding in 1961, EPGE has trained the elite among Brazilian economists. EPGE's faculty and alumni have helped develop macro-and microeconomic policies aimed at fighting poverty, taming inflation and enhancing economic development. Since the mid-1990s, faculty members have increasingly published their work in top professional journals. They are devoted to full-time research and are often invited to present the results of their investigations in the best business and economics schools and forums around the world.

The school offers undergraduate, master's and doctoral degrees in economics. It also publishes the *Revista Brasileira de Economia*, the oldest and most prestigious academic economics periodical in Brazil.

After 50 years dedicated to its main objectives, it is fair to say that EPGE has been successful in fulfilling its mission. EPGE's alumni include several high-ranking public officials, including government ministers, state governors, presidents and directors of the Brazilian Central Bank, and directors and CEOs of the most prestigious private enterprises at home and abroad.

In 2010, the Tilburg International Ranking of Economics Departments ranked EPGE the best school

of economics in Latin America. That same year, the Brazilian Ministry of Education rated EPGE's undergraduate and postgraduate programs as the best of their kind in Brazil.

## NEWS

# 50

TURNED 50  
YEARS OLD  
IN 2011

Best school of economics in Latin America, 11 points ahead of Instituto Tecnológico Autónomo de México (ITAM) and 10 points ahead of Torcuato Di Tella University (Argentina)

Best school of economics in Brazil according to the Ministry of Education

## HIGHLIGHTS

# 38

RESEARCH SEMINARS

# 4

INTERNATIONAL  
CONFERENCES

"China and the World Economy," in partnership with Vale S.A.

"Advances in Macroeconomics," sponsored by Bradesco Asset Management

"Early Childhood Education: the International and Brazilian Experience," sponsored by Itaú Social

"International Workshop on Microeconomics Applied to the Energy Industry," with the support of Petrobras

**idea**

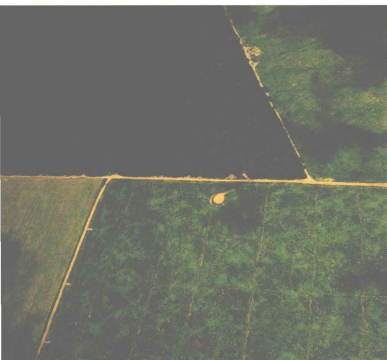




# AGRIBUSINESS IS SUSTAINABLE

**ROBERTO RODRIGUES**

FGV SCHOOL OF ECONOMICS, EESP  
FORMER MINISTER OF AGRICULTURE



The United Nations conference on “the future we need,” Rio+20, was an excellent opportunity for Brazil to show the world the sustainability of its agriculture and cattle raising.

The relevant case studies and data presented at the conference, which was very known within Brazil, was inspiring to the delegates from visiting countries.

One of the cases is grain production. Between 1990 and last year, the area planted with grain in Brazil grew 34%, while production of grain grew 181%, almost six times more. This result is clearly due to the increase in production per hectare, as shown by extensive research carried out in public and private, federal, state and municipal institutes. And behind this is another exceptional number: nowadays in Brazil we grow 51

million hectares with all types of grains; if our average productivity was the same as 20 years ago, we would need to plant more than 55 million additional hectares to reap the harvest. In other words, these 55 million hectares have instead been preserved: forests and savannas were not deforested, and we are not promising anything or simply making commitments about the future — this has already been done!

And it is not only grain. Gains in production have been similarly impressive, especially the production of chicken and pork, which in the same period increased by 465% and 214%, respectively. Pork and chicken are, in this analysis, grains transformed into animal protein, and therefore equally sustainable.

What to say about agroenergy? According to UNICAMP, the emission of CO<sub>2</sub> from the sugar cane production chain, responsible for ethanol, accounts for only 11% of gasoline emissions, a low figure that definitively helps mitigate global warming.

In addition, we have 7 million hectares of planted forests, and must also remember that 61% of our territory is still occupied by native forests, a fact that many Brazilian people are not aware of.

Today, all cultivars combined occupy only 72 million hectares, which is equal to 8.5% of our territory. And we have more than 175 million hectares of grazing lands, representing an additional 21% of the territory. A large part of these pastures has been degraded because the technology of cattle raising produced more meat per hectare, so we do not need a lot of pasture land anymore, which can now be turned into agriculture or planted forest.

A recent governmental program, the ABC (Low Carbone Agriculture) is being successfully implemented in different areas: the crop/cattle raising/forest integration is one of the most important ones, but there is also the direct planting program, the degraded area recovery program and the program of soil nitrogen fixation through bacterial seed inoculation method, among other extremely sustainable ones — all of which are GHG (Greenhouse Effect Gases) reducers.

The OECD recently published a study showing that, by 2020, the food supply needs to grow by 20% in order to ensure food safety for all. In the same study, it was found that food production in the European Union

will grow by only 4%, in the United States and Canada by about 15%, and by less than 30% in China, India, Russia and Ukraine, while in Brazil it is likely to grow by 40%. That is: for the world to reach its growth target of 20%, we have to double our production and must do so sustainably.

That is what we are already doing, and the data proves it: in 2000, agribusiness exports totalled 21 billion dollars, rising to 95 billion dollars last year. The agribusiness commercial balance has been increasing and positive, ensuring the total balance of the country. As a matter of fact, last year, the agribusiness balance was of 74 bi, and Brazil did not reach 30 billion dollars. And we exported just 36% of the total exported.

Agribusiness represents a quarter of national GNI and generates 37% of all jobs in Brazil. What is more, our exports to emerging countries are increasing: 10 years ago, 59% of everything we exported was to the European Union and United States. Last year, we exported only 32% to those countries, while our exports to other markets such as China, Africa and Asia grew considerably.

Therefore, we are already contributing to increasing the planet's food safety, but we can do even more: let's take specialized technology to other tropical countries, in Africa and Latin America, and teach our sister nations there how to fish.

FGV is strongly engaged in this process, working on important projects in Africa, Central America and the Caribbean. Brazilian sustainable agriculture and cattle raising is a model for other tropical countries.

# SCHOOL OF ECONOMICS EESP

SÃO PAULO

EESP excels at generating and disseminating economic knowledge. Its main purpose is to foster an environment that inspires both learning and public debate, and thus contributes to grooming the country's leading intellectuals.

As an organization guided by ethics and social responsibility, EESP endeavors to influence the national agenda, envisaging national economic development that provides equal opportunity for all.

In order to accomplish its mission, EESP guarantees its members intellectual freedom and expression of ideas, and always recruits top-level talent who promote academic excellence and strive for constant improvement. EESP keeps the principle of market competition in mind, with an eye to creating the best possible model in educational management.

EESP is composed of full-time professors with vast teaching, research and professional experience, in both the private and public sectors. Members of its faculty occupy leading positions in federal public administration (ministers of finance, planning, science and technology, state management and reforms) and state administration (secretaries of finance and planning).

Although EESP is a relatively young school, it offers an original perspective with a solid and precise academic foundation.

122

ONGOING STUDIES AND RESEARCH PROJECTS

37

CONCLUDED RESEARCH PROJECTS

65

PAPERS IN SCIENTIFIC JOURNALS

5

PUBLISHED BOOKS

12

PUBLISHED BOOK CHAPTERS

210

MEDIA ARTICLES

33

PAPERS ACCEPTED FOR PUBLISHING

9

PRESENTED WORKS

209

CONGRESSES, CONFERENCES AND  
SEMINARS ATTENDED





**DEVELOPING AND  
PROTECTING HUMAN  
RIGHTS**

**idea**

# LAW AND TRANSFORMATION

OSCAR VILHENA VIEIRA

DEAN

FGV SCHOOL OF LAW, DIREITO GV



The law is a social mechanism designed to stabilize expectations. Through the establishment of rules, institutions focused on their implementation, and procedures for reform and the creation of other rules where necessary, the law seeks to regulate the behaviour of individuals and organizations. The law's role in coordinating economic and social interactions has attracted the attention of economists and policy makers to the law's central role in the promotion of development, especially economic development. Over the last few decades, millions of dollars have been spent every year by governments and international agencies around the world on projects for legal reform, with the goal of creating a more stable economic environment.

**THE QUESTION POSED TO JURISTS IN MANY COUNTRIES AT THE CURRENT STAGE OF**

**THEIR DEVELOPMENT IS WHETHER THE LAW MAY ALSO CONTRIBUTE TO THE PROMOTION OF A FAIRER SOCIETY, SIMULTANEOUSLY WIDENING THE SPHERES OF AUTONOMY AND THE WELFARE OF THE MARGINALIZED SECTORS. THE QUESTION HERE REGARDS NOT THE RHETORICAL CAPACITY OF THE LAW TO ENUNCIATE RIGHTS AND PRINCIPLES, BUT ITS CONCRETE CAPACITY TO CREATE INCENTIVES AND EFFECTIVE MECHANISMS TO ASSURE NOT ONLY RIGHTS BUT ALSO THE EFFECTIVE PARTICIPATION OF THE POPULATION IN FACING MAJOR PROBLEMS.**

In my opinion, the law may contribute in three distinct but mutually reinforcing areas.

If we accept that the law does not operate spontaneously, we see that it is necessary to ensure the freedom and the conditions of sustainability for a vigorous and vibrant civil society. Social movements and civil society organizations dedicated to promoting progress for women, human rights, and environmental protection raise awareness of social exclusion and the vulnerability of different populations around the world which create high political costs for authorities and even for privileged groups within a society.

For social demands to resonate and generate processes that lead to change, it is essential that institutional channels are opened. For this to happen, jurists must be creative in their use of institutions. We cannot accept that our political and legal institutions in the 21st century are complete reproductions of models that were created in 18th and 19th centuries. Representative democracy needs to be rethought in new mechanisms of direct participation or it risks becoming even less relevant and, therefore, unstable. The revolution in information technology enables us to test mechanisms of transparency, including debate and public consultation

which were unimaginable in the past. In the same way, lawsuits, which are highly onerous and exclude large portions of the population, need to be re-conceived to allow the demands from vulnerable sectors to generate rapid and reasonable judicial responses.

A third, more material aspect relates to the way in which distributive rights are to be designed and implemented. Clauses that oblige expenses that make these rights sustainable are an important institutional innovation to ensure they are not merely rhetorical. In a similar vein, the judiciary needs to formulate new ways to address the violation of these rights, to ensure their enjoyment by all.

**THE RIGHTS OF VULNERABLE GROUPS AND THE EXTENT TO WHICH THEY ARE EXPANDED AND PROTECTED DEPEND ON THE RELATIONSHIP BETWEEN THE SOCIETY THAT DEMANDS THESE RIGHTS IN A CONSISTENT AND PERSISTENT FORM AND THE PUBLIC INSTITUTIONS THAT ARE COMPELLED TO TAKE THESE DEMANDS SERIOUSLY.**

When we look at the history of the expansion of rights throughout the world, it would not be inappropriate to assert that governments only recognize and extend rights to those groups that protest and threaten the legitimacy or stability of a political system. Brutal revolutions have sometimes been required to make this happen. However, in democratic societies that are much more complex and multifaceted than the ones that existed in the 19<sup>th</sup> and 20<sup>th</sup> centuries, the law and new institutional experiences may provide favorable conditions so the demands for recognition of rights and social justice can be achieved in a less turbulent fashion. Thus, the great challenge to the legal community, especially for the centers of education and knowledge production in the field of law, is to conceive new procedures, concepts and institutions that empower vulnerable sectors of the population and enhance their autonomy and welfare.

# SCHOOL OF LAW

## DIREITO GV

SÃO PAULO

DIREITO GV builds on FGV's expertise in teaching and research in economics, business and public administration. It strives to be an innovator in learning and research, and to groom professionals to have a global perspective on the business world.

DIREITO GV offers undergraduate and academic master's degrees, as well as an executive education program (GVLaw). It also provides opportunities for academic exchanges with universities in Europe, the United States, and other Latin American countries. The Global Law Program also teaches a series of courses in English to prepare lawyers to work internationally, in keeping with Brazil's increasing role as a global player. This

program is open to undergraduate students, master's students, GV law students, and foreign students who participate in exchange programs at DIREITO GV.

The school maintains an ongoing effort to increase enrolment and upgrade the quality of its courses. The DIREITO GV Law Review (Revista DIREITO GV) was recently included in the Scientific Electronic Library Online (SciELO), the only Brazilian legal publication available in this major academic database.

## NEW PROJECTS

Free Academia (*Acadêmica Livre*, collection of e-books with open access)

Law in Context, in partnership with Editora Saraiva, addressing contemporary judicial problems related to the practical work of lawmakers

Creation of a league of law schools — the Law Schools Global League — that share a commitment to the globalization of law and the integration of global law in their teaching and research curriculum.

## INTERNATIONAL COMPETITIONS

Three teams of students participated in the following competitions: ICC Mediation Competition, the ELSA Moot Court Competition, the Willem C. VIS International Commercial Arbitration Moot Court Competition, and the Victor Carlos García Moreno Competition, International Criminal Court Proceedings.

## INTERNATIONAL ACADEMIC COOPERATION AGREEMENTS

DIREITO GV has partnerships with more than 30 universities around the globe, through which it promotes research and exchange programs for our students and faculty. Among our international academic partners are: Universidad de los Andes, Universidad de San Andrés, Northwestern University, Vanderbilt University, ESADE Law School, Sciences Po, Jindal Global Law School, and Peking University of Transnational Law.

## HIGHLIGHTS

# 50

NEW STUDENTS IN  
THE B.A. PROGRAM

# 345

NEW STUDENTS IN THE  
PROGRAM OF EXECUTIVE  
EDUCATION IN LAW - GVLAW

# 669

NEW STUDENTS IN  
CONTINUING EDUCATION  
COURSES

# 29%

INCREASE IN REGISTRATION  
IN THE M.A. PROGRAM

**idea** see



**CREATING A FRAMEWORK  
FOR MULTILATERAL GLOBAL  
GOVERNANCE**

vern

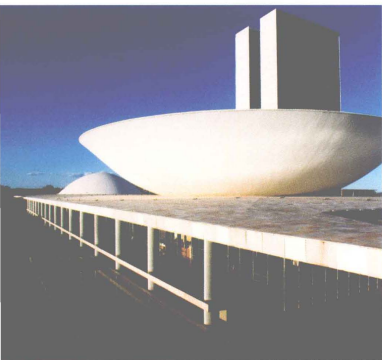
# PROACTIVE LEGAL FRAMEWORKS

**JOAQUIM FALCÃO**

DEAN  
FGV SCHOOL OF LAW, DIREITO RIO

**RÔMULO S. R. SAMPAIO**

PROFESSOR OF LAW AND COORDINATOR OF  
PROGRAM ON LAW AND THE ENVIRONMENT



Addressing the need for a new legal framework to ensure global governance around the issue of sustainable development has been a global challenge since the issuing of the 1972 Stockholm Declaration on the Human Environment. Since then, many attempts to address this important question have been attempted. The 1987 Brundtland Report on Our Common Future and the 1992 Rio Declaration on Environment and Development are some examples.

A successful legal framework on global governance must empower and foster domestic and local action. Instead of attempting to impose strict international sustainable development commitments within environmental multilateral agreements, the international community must promote awareness regarding the need for a new development paradigm. The hurdle

to a global governance framework is not so much the lack of institutions, treaties, protocols or conventions so much as the limited or non-existent international enforcement capability of such tools. This is typical of and inherent in international law and, more specifically, to international environmental law.

**WE NEED TO THINK CREATIVELY, SHIFTING THE FOCUS FROM AN INTERNATIONAL LEGAL FRAMEWORK TO ENSURE GLOBAL GOVERNANCE AS AN END TO SOLVE GLOBAL ENVIRONMENTAL PROBLEMS TO SEEING IT AS A MEANS TO PROMOTE DOMESTIC AND LOCAL ACTION.**

In more concrete terms, developed countries must trade funding and technology for firmer domestic

environmental commitments from developing countries regarding their development rights and needs. For global environmental problems, developed countries must demonstrate they are willing to take the lead in bearing initial environmental costs arising from former domestic commitments. Developed and developing countries would then be prepared to review and influence international trade laws, using them to force the internalization of global environmental costs on countries that try to be free riders.

**INTERNATIONAL TRADE LAWS AND INSTITUTIONS CAN CONSTITUTE AN EFFECTIVE TOOL IN THE CONSTRUCTION OF A NEW LEGAL FRAMEWORK ON GLOBAL GOVERNANCE AROUND THE ISSUE OF SUSTAINABLE DEVELOPMENT.**

Therefore, strong international institutions must act more as a clearinghouse of best domestic practices than as executive agencies. To be successful, a legal framework must recognize the economic development and social needs of developing countries. Development and social pillars of sustainability must be treated in any global governance structure with the same attention paid to environmental concerns. A broader discussion must be included. The role of multinational corporations and financial institutions deserve more sophisticated studies, recognizing regional and local

social and economic demands instead of a uniform, internationally agreed accountability standard. Public policies on energy, taxes, technology, labor, foreign relations and agriculture must be harmonized with development goals and strategies. Environmental policies at the international and domestic levels cannot be addressed separately. They are all intertwined, and must be treated as such by institutions. Climate change, for example, is directly linked to biodiversity, which is linked to water, air and land.

Last but not least, any global governance structure must recognize that we are rapidly becoming an urbanized world. Half of the world's population lives in cities. In some regions, such as South America, more than 80% of the population lives in urban areas. That is a clear indication of the need to improve the quality of our cities, including waste treatment, access to clean water, public transportation, localized air pollution and, in developed countries, overconsumption.

**A GLOBAL GOVERNANCE STRUCTURE AROUND SUSTAINABLE DEVELOPMENT MUST ADDRESS URGENT LOCAL PROBLEMS.**

Solving local environmental problems is an effective way to focus the general public's attention to global environmental problems. Public opinion and perception are among the greatest drivers in any legal framework.

In most countries, people choose their politicians democratically, but we also need legislators and world leaders committed to the rights of those in future generations who do not have the opportunity to vote for or against them now.

When all these pieces come together, we will be able to put an end to the 40 years of waiting, for a legal framework to ensure global governance around the issue of sustainable development, which started with the 1972 Stockholm Declaration on the Human Environment. In the end, we, the citizens of the world, must come to realize as soon as possible that we are all nationals of one single nation called Planet Earth, and that there is nowhere else to go.

# SCHOOL OF LAW

## DIREITO RIO

*RIO DE JANEIRO*

Direito Rio was created in 2002, introducing a new teaching model for law degrees that trains tomorrow's leaders to be mindful of Brazil's long-term future. Today, the school is known nationally for its programs in public and business law.

Direito Rio's first task was challenging — to be at the forefront of learning, research, education, content, curricula development, and assessments.

The school offers programs that focus on social action, legislative reform and globalization, and its commitment to these disciplines is spread over many fronts: graduate and post-graduate degrees, the Center for Justice and Society (CJUS), the Center for Technology and Society (CTS), the Research Center for Law and Economics (CPDE) and the Law and the Environment Program (PDMA).

In 2010, the school was awarded the maximum rating by the Assessment Committee of the Ministry of Education, a strong endorsement for the accreditation of its graduate program. This assessment not only speaks to Direito Rio's quality, but also confirms that the Ministry of Education welcomes new teaching models for law degrees.

## HIGHLIGHTS

# 50%

INCREASE IN APPLICATIONS  
TO DIREITO RIO

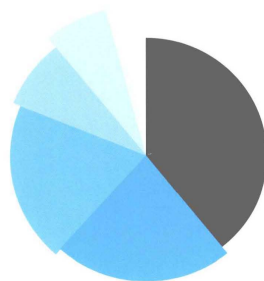
FGV Direito Rio has student exchange agreements with 26 renowned institutions around the world, including Harvard Law School, Sciences Po Paris, University of Coimbra, and China University of Political Science and Law. It also has an agreement with Queen Mary, University of London, which enables one student per year to pursue the LLM Program tuition-free.

## INTERNATIONAL EXCHANGE PARTNERSHIPS

University of Minnesota Law School (USA)  
University of Miami School of Law (USA)  
Pace Law School (USA)  
University of Illinois (USA)  
University of California in Irvine (USA)  
Westfälische Wilhelms-Universität Münster (Germany)  
Universidad de Los Andes (Colombia)  
University of Toulouse (France)

## DISTRIBUTION OF GRADUATES IN LABOR MARKET

42% IN LAW FIRMS  
23% IN COMPETITIONS  
17% IN PRIVATE COMPANIES  
10% APPROVED IN COMPETITIONS  
7% IN ACADEMIA  
2% IN SELECTIVE PROCESS  
2% STARTED THEIR OWN LAW PRACTICE



# **STRENGTHENING PEACE AND DEMOCRATIC INSTITUTIONS**





# THE RISE OF EMERGING GLOBAL LEADERS

**OLIVER STUENKEL**

COORDINATOR

FGV SCHOOL OF SOCIAL SCIENCES SÃO PAULO, CPDOC



The decline of Western dominance, symbolized by the current financial crisis and the rise of emerging actors such as China, India and Brazil, will fundamentally change the way decisions are made at the international level. Power, and the responsibilities that comes with it, will be more evenly spread across a larger number of stakeholders, potentially creating a more equitable world order. Newfound power not only allows rising actors to participate in international negotiations, but it also increasingly allows countries such as China, India and Brazil to frame the debate and to decide which issues should be discussed in the first place. In other words, rising powers will turn into global agenda setters. This will have an important impact on the international discourse on political values and systems of governance.

**A GROWING AWARENESS THAT INTERNATIONAL INSTITUTIONS NEED TO MORE ACCURATELY REFLECT THE CURRENT DISTRIBUTION OF POWER TO MAINTAIN THEIR LEGITIMACY IS THE DIRECT RESULT OF A CONCERTED EFFORT BY EMERGING POWERS TO PRESS THEIR CASE FOR BETTER REPRESENTATION.**

The UN Security Council will be seen as increasingly illegitimate if its number of veto-wielding members does not grow to include countries such as India, Brazil and at least one leading nation from the African continent. Successfully tackling climate change would be entirely impossible without Chinese and Indian participation. The same is true for solving the global trade impasse, nuclear proliferation, poverty and terrorism.

At the same time, the tension caused after the efforts of Brazil and Turkey to negotiate a resolution to the Iranian nuclear issue shows that it will also be more difficult to coordinate decision-making processes once a larger number of stakeholders has entered the fray.

Aside from these issues, the recent popular uprisings across the Middle East and the violent responses by some countries' leaders to the protests — such as in Egypt, Libya and Syria — pose a difficult challenge to emerging powers.

**WHILE THEY HAVE TRADITIONALLY REJECTED INTERVENING IN OTHER COUNTRIES' INTERNAL AFFAIRS, BRAZIL, INDIA AND CHINA NOW HAVE TOO MUCH STRATEGIC WEIGHT TO SIMPLY AVOID TAKING COMPLEX DECISIONS REGARDING THE FUTURE OF DEMOCRACY AND POLITICAL STABILITY ACROSS THE WORLD. THE QUESTION THUS ARISES AS TO WHETHER RISING DEMOCRATIC POWERS SUCH AS BRAZIL AND INDIA ARE WILLING AND ABLE TO PROMOTE AND DEFEND DEMOCRATIC REGIMES ABROAD AND PROTECT HUMAN RIGHTS.**

The criticism of the BRIC countries of NATO's behavior in Libya and their skepticism of military action against Syria show that it is far from certain that rising powers can simply assume the role of 'global sheriffs', which the established powers have shouldered — to some extent, and, many would say, unsuccessfully — over the past decades.

These examples, however, do not mean that emerging powers are unwilling to assume responsibility and provide an increasing amount of global public goods. China, India and Brazil, for example, are 'emerging donors' which play an important role in poverty reduction around the globe, and they have significantly contributed to an economic renaissance in Africa. Brazil, in particular, seeks to play a more active regional role. In 1997, Brazil's President Cardoso intervened in neighboring Paraguay to avoid a military coup there, working through Mercosur to obtain higher leverage. In 2002, Brazil actively engaged in Venezuela when a group sought to illegally oust Hugo Chavez. And in 2012, Brazil swiftly moved to suspend Paraguay's Mercosur and Unasur membership after President Lugo's rushed ouster. In the same way, rising powers such as India, Turkey and China have, over the past decades, sought to assume more responsibility to promote stability in their neighborhoods. In addition, the BRICS are ever more important suppliers of troops to peacekeeping operations, and Brazil decided, in 2004, to lead a peace operation in Haiti.

**IN THE COMING YEARS, POLITICAL LEADERS IN ESTABLISHED COUNTRIES WILL HAVE TO LEARN HOW TO SHARE THE LIMELIGHT WITH EMERGING ACTORS. YET THE LEADERS IN THESE EMERGING ACTORS FACE THE NO LESS CHALLENGING TASK OF ENGAGING IN DIFFICULT CONVERSATIONS WITH THEIR SOCIETIES ABOUT THE COSTS AND BENEFITS OF BECOMING MORE ACTIVE INTERNATIONAL PLAYERS.**

# SCHOOL OF SOCIAL SCIENCES AND HISTORY

## CPDOC

*RIO DE JANEIRO / SÃO PAULO*

CPDOC is a preeminent teaching and research center focused on the social sciences and contemporary history. Created in 1973, it is one of the leading historical research institutes in Brazil and houses a major collection of personal archives, oral histories and audiovisual sources documenting Brazilian contemporary history. Long recognized for its commitment to integrating history and the social sciences, in recent years the school has strengthened its applied research programs by encouraging diverse approaches to learning and crossing disciplinary boundaries.

CPDOC is a vibrant and diverse intellectual community of scholars, technicians and students who collaborate on a host of research programs, consulting projects in applied research, teaching, and joint projects

with other FGV schools and institutes. In addition to research, teaching in the classroom is an active part of faculty members' schedules. The school offers both undergraduate and graduate degrees, and provides a range of ongoing learning activities. With the founding of the Center for International Relations in 2009, all FGV undergraduate students in both Rio de Janeiro and Sao Paulo have the option of pursuing a specialization in International Relations alongside their regular degree programs.

CPDOC also offers two-year master's degrees and a four-year doctoral program in history, politics and culture. The faculty is committed to expanding existing ties with scholars outside Brazil. Professional graduate programs and continuing education courses are

available in Documentary Film, Cultural Production and Management, and International Relations. As mentioned above, CPDOC houses the leading private historical archive in Brazil, with over 1.3 million documents in a range of disciplines, including politics, economics, cultural history, social movements, public policy, and foreign relations. In addition, its research staff has compiled an extensive collection of oral history spanning numerous years. CPDOC is committed to offering easy access to its archival materials and is working toward making all data available online in the near future. This process includes engaging with the public through outreach, and using innovative techniques in archival management.

## INTERNATIONAL

Oliver Stuenkel and Julia O'Donnell have joined CPDOC. Stuenkel's research interest includes the foreign policy of emerging countries and global governance in the 21st century. O'Donnell is an anthropologist and historian who mainly works in the areas of urban history and culture.

A Konrad Adenauer Fellowship will be awarded every year.

CPDOC also has cooperation, research, finance and education ties with Germany, Canada, China, the United States, France, India, Italy, Mexico, the United Kingdom, and Turkey.

## NEW PROJECTS

"Dictionary of the First Republic (1889–1930)"

"Dictionary of Fluminense Republican Politics (1889–2009)"

"Update of the Historical Atlas Brazil 500 years"

## HIGHLIGHTS

# 22

MASTER'S DISSERTATIONS  
DEFENDED

# 179

CONGRESSES, CONFERENCES  
AND SEMINARS ATTENDED

# 37

EVENTS ORGANIZED  
BY THE CENTER OF  
INTERNATIONAL  
RELATIONS

# 6

PHD THESES DEFENDED

# 28

NEW STUDENTS TO THE B.A.  
PROGRAM IN SOCIAL SCIENCES

# 16

NEW STUDENTS TO THE B.A.  
PROGRAM IN HISTORY

# 32

NEW STUDENTS IN THE M.A.  
PROGRAM IN HISTORY, POLITICS  
AND CULTURAL HERITAGE

# 43

ONGOING RESEARCH PROJECTS

idea

# EXPANDING EDUCATION BEYOND CLASSROOMS

# ENVIRONMENTAL EDUCATION: THE ORIGIN OF SUSTAINABLE SOCIETY

ANTONIO FREITAS

DEAN  
FGV ACADEMIC INTEGRATION



School education, at all levels, is the space where one restructures and recreates his inherited culture by reconstructing cultural identities, in the process learning how to value the traditions that characterize different regions of the world. School work is multidimensional in nature, privileging exchanges, hospitality and warmth, to ensure the welfare of children, teenagers and adults in their relationships with one another.

The introduction of environmental education, which provides a global view and understanding of the environment in all its dimensions, must be critical, participatory, and include a complex and interdisciplinary approach. Environmental education is becoming more and more visible in the national and international context in its concern about climate change, environmental degradation, the loss of biodiversity, local and

global social-environmental risks, and other needs of the planet. Indeed, environmental degradation and worsening social inequality are among the largest crises of modern times, and must be overcome.

The basis for starting a deeper discussion on this subject in Brazil was launched in 1992 at the time of the “United Nations Conference on Environment and Development,” known as Eco92, in Rio de Janeiro, Brazil. At that time, the international “Treaty on Environmental Education for Sustainable Societies and Global Responsibility” was conceived; it defined environmental education as a social and political project committed to social change, linked to development and the concept of sustainable societies.



Twenty years later, at the opening of the Rio+20 Conference, the Minister of Education signed the document Parecer CNE / CP #14/2012 which sets the National Curriculum Guidelines for Environmental Education at all education levels - elementary, high school, and college. This document provided legal, international and conceptual benchmarks for environmental education by characterizing its role, its nature, its targets, and Brazil's commitment to social and environmental issues. It also highlighted the important role of social movements in trying to more closely involve the community in social-environmental issues. Brazil has taken the initiative by implementing environmental education into its school curricula.

Environmental education must be developed as a continuous and permanent integrated educational practice intended to build knowledge, develop skills, attitudes and social values, care for the community, justice and social-environmental equality, and protect the environment, and must adhere to an approach that ties together nature, socio-culture, production, labor and consumption, going beyond the depoliticized, uncritical, naive and naturalistic view still present in the pedagogical practices of educational institutions.

Environmental education helps to change perceptions and behavior through sharing of knowledge, values and skills required for sustainable living, protecting the environment for today's and future generations.

We live in a time of increasing attention to the urgency of protecting the environment, and addressing climate changes and other global environmental risks. This

reinforces the recognition of the evolving and emancipatory role of environmental education by requiring updated educational benchmarks that take into account current data and legal milestones to ensure that systems and educational curricula are timely and of quality.

The statement of the Brundtland Commission of the United Nations: "Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs" is more relevant than ever. This is exactly what we shall practice and teach in our schools.

# SCHOOL OF APPLIED MATHEMATICS

## EMAP

*RIO DE JANEIRO*

The FGV School of Applied Mathematics was established to meet the growing interest in the use of increasingly sophisticated mathematical techniques and added computing techniques intended to handling and visualization of large data volumes, both quantitatively and qualitatively. Applied to activities as varied as crime fighting, mapping of socio-economic trends, and understanding the dynamics of how infectious diseases are spread, the use and generation of state-of-the-art techniques in mathematics, information and computer basics are critical so that organizations can create and maintain competitive advantages through environmental monitoring, scenery analysis and strategic planning.

With regard to these phenomena, one notices the shortage of experts who can meet these needs and related challenges.

The School of Applied Mathematics covers a huge field of work and provides multiple opportunities for training and professional work in private companies, the public sector, academics, and consulting.

Among the career opportunities in applied mathematics, the following are worth noting:

### **FINANCE AND FINANCIAL PRODUCTS**

Professionals working in applied mathematics in the area of Finance and Financial Products have a differentiated knowledge of the implications and subtleties of proposed mathematical models as well as computing methods used in solving problems.

### **PUBLIC SECTOR**

Professionals working in applied mathematics support public policy decisions by employing, for example, mathematical computing simulations of socio-economical processes.

### **STRATEGIC CONSULTING**

Professionals working in applied mathematics use a range of modeling and analysis tools that enable them to support differentiated consulting in this context.

### **RESEARCH AND DEVELOPMENT**

Professionals working in applied mathematics confront a large number of open issues originating from applications of research, which require the design of mathematical models and the development of methods for theoretical and practical (computing) solutions of the proposed models.

### **INFORMATION TECHNOLOGY**

Professionals working in applied mathematics in the context of Information Technology possess a differentiated knowledge of the area of Computing Intelligence, which consists of extraction, processing and analysis of information contained in large data volumes.

## HIGHLIGHTS

Launch of the M.A. in Modelling Mathematics of Information, approved by the Ministry of Education

Launch of the Undergraduate Program in Applied Mathematics

## INTERNATIONAL ACADEMIC PARTNERSHIPS

New partnerships were signed with the Institute Pereira Passos, the University of Glamorgan and Rearden Commerce

# INSTITUTE FOR EDUCATIONAL DEVELOPMENT IDE

IDE was created to consolidate the continuing education programs of the different FGV schools into a single distribution network. IDE coordinates a large number of programs: 1) FGV Management, a program for classroom executive education, and its partner network in more than 100 Brazilian towns and cities; 2) FGV Online, a distance learning program; 3) FGV In Company, a program of customized courses; 4) the Quality Center, which is responsible for monitoring and maintaining the quality of courses nationwide; 5) the Quality Certification Program, designed to share information technologies, which are produced by FGV's schools for the subject of applied social sciences, with other higher education institutions; and 6) an academic board tasked with more closely integrating IDE programs with FGV's other schools and institutes.

Motivated by the economic development of the last two decades, Brazil has seen growth in the number of continuing education courses as professionals seek to update and develop their skills. Just as a university degree no longer guarantees professional success, there

is now an ever-increasing need to invest in quality executive education, the competitive edge that is the trademark of FGV programs. In this context, IDE was created to offer Brazilian professionals globally-accepted practices that merge the tradition of academic research with the talent of engaged professors.

Through its many programs, IDE has made significant achievements. In the area of classroom executive education, FGV Management is synonymous with MBA quality and excellence. Through FGV In Company, IDE has become an industry benchmark for its work in developing corporate programs for top companies and institutions in Brazil. With the creation of FGV Online, FGV was the first Brazilian institution to be part of the Open Course Ware Consortium (OCWC), a group of learning institutions from different countries that offer free educational courses and materials over the Internet. By the end of 2011, more than 11 million people had been trained through courses offered by FGV Online through the OCWC. In early 2011, FGV Online and EBAPE were awarded the international EFMD's CEL

accreditation for technology-enhanced learning for two of their learning programs: the Executive Master's in Business Administration and the Undergraduate Course in Process Management.

IDE has also joined the many companies and institutions participating in social networks, and since 2009 has established major communication channels on Facebook and Twitter. By doing so, IDE acknowledges the power of new media and its predominant role in bringing together the institution and its stakeholders.

## HIGHLIGHTS

# 35,000

STUDENTS ENROLLED IN IDE'S  
FACE-TO-FACE MBA PROGRAMS

# 41,000

STUDENTS ENROLLED IN IDE'S  
ONLINE COURSES

# 726

SHORT CONTINUING  
EDUCATION COURSES

**idea**





# THE SUSTAINABLE LIGHTNESS OF THE NEW MIDDLE CLASS

**MARCELO NERI**

CHIEF ECONOMIST  
CENTER FOR SOCIAL POLICIES, CPS



When I got my first pair of myopia-correcting glasses, I finally began to understand the depth and clearness of things around me. I was amazed when looking at the shapes of the world around me. Similarly, the possibilities of seeing Brazil as it really is have also evolved. In 1994, around the same time I got my new glasses, I read an article in the New York Times on factors leading to children becoming overweight and I thought to myself how far Brazil was from that. At that time, I thought first and foremost of our daily inflation, which distorted our senses and concerns.

Nowadays, with every new household survey, such as the PNAD (National Household Sample Survey), we discuss our accomplishments and shortcomings. The problem is that these surveys are multi-faceted, making it difficult to summarize their results in straightforward

conclusions such as: to what degree have the lives of the Brazilian people improved or worsened? Our strategy is to use the tools provided by the social welfare literature to summarize a broad spectrum of information on families and households within the same dimension, projecting them to the income dimension. The promise is that, once integrated, we may produce an ordered division of the PNAD information set which identifies the magnitude regarding the causes and the sustainability of the changes observed.

Some people will reasonably argue that this reductionist strategy will transform the colorful portrait provided by the household surveys into a black and white picture which sacrifices the advantages of looking at the parts without losing the view of the whole, which has been the core of our strategy. After all, each one may

produce a kind of ordered refraction of an unidimensional light beam, transforming it back to its rainbow, where, legend has it, there is a pot of gold at its end.

**THE GOAL IS TO CONDENSE INFORMATION AND TRANSFORM IT INTO PRACTICAL KNOWLEDGE REGARDING QUESTIONS SUCH AS: HOW HAVE THE LIVING CONDITIONS OF THE DIFFERENT BRAZILIAN SOCIAL CLASSES IMPROVED OR DECLINED? ACCORDING TO OUR SURVEYS, 40 MILLION PEOPLE HAVE CLIMBED TO THE NEW BRAZILIAN MIDDLE CLASS. THE NEW QUESTION IS: IS THIS RISE SUSTAINABLE?**

Social indicators based on income enable us to analyze the permanence of these income gains by identifying their origins, such as the receipt of pensions, access to social programs, and financial and work income. The work economy is subject to changes to salary, shift, occupation, unemployment, education and demography. The symbol of the new middle class is not the new car, but the labor evidence booklet (a Brazilian document which keeps records of the companies an employee has worked for in order to allow him or her retire and/or receive welfare and labor benefits after leaving or being legally fired from a company).

Additionally, the literature that studies the inconsistencies between current and future consumption enables us to: correlate flows and inventories; go beyond the simple facts of having or not having; enter into the dialectics between being and feeling; distinguish the current picture from the prospective film; and to follow the trajectory of specific families over time and the movements between economic classes, so we can better understand the outlines of the new and the old middle class.

We seek to understand Brazilian people's hearts and minds by posing direct questions to them. Out of more than 150 countries, Brazilian people are the most optimistic in the planet.

The new Brazilian middle class is the offspring of equitable growth, breaking with our previous history and from what we see in some emerging and developed countries where inequality has been allowed to grow.

A great moment for an empiric researcher is not when he or she receives confirmation of what they already knew, but when they are surprised by something they did not know. It is a sensation comparable to the one of a boy who finds a precious coin on the sidewalk after putting on new glasses. What I can say, at the

conclusion of our research presented in the book "The New Middle Class", is that I found not only a pot of precious coins, but the rainbow itself. I am thankful to FGV for providing this privileged view into the state of Brazil.

**IN ADDITION TO BEING ABLE TO DISCERN CONSUMERISM AND OPTIMISM, THE DISTINGUISHING CHARACTERISTICS OF THE NEW BRAZILIAN MIDDLE CLASS, WHAT SURPRISED ME AND MAY SURPRISE THE READER WAS WHAT I FOUND ON THE PRODUCTION SIDE — THAT IS TO SAY, EDUCATION AND WORK. THIS IS SUSTAINABLE AND REPRESENTS THE BRIGHT SIDE OF THE BRAZILIAN PEOPLE.**

# BRAZILIAN INSTITUTE OF ECONOMICS

## IBRE

FGV is devoted to research in the social sciences and sustainable development, and is committed to disseminating its knowledge to the business, government, and scientific communities, as well as to the general public. FGV's dedication to this mission has set the standard for excellence in the many fields in which it works.

IBRE was established in 1951 to research, analyze, produce and disseminate economic statistics and applied research. Its purpose is to inform and enhance public policies and private activities in the Brazilian economy. IBRE was a pioneer in calculating Brazilian GDP and in producing price indices, including the General Price Index (IGP), which was for many years the country's official inflation index. In addition to price indices, IBRE carries out business and consumer surveys that are widely used by scholars, analysts, and administrators. To produce its statistics, IBRE maintains contact with more than 20,000 companies throughout Brazil. This special knowledge of the national economy results in a solid understanding of different production chains

and enables IBRE to efficiently prepare studies and analyses on various sectors of the economy.

With this information, IBRE is able to facilitate decision-making and negotiations among economic agents in both the private and the public spheres.

Today, IBRE maintains research centers focusing on overall economic development, as well as on the agricultural, international trade, and oil sectors. Some of IBRE's services are offered free of charge, namely the calculation of some of the principal Brazilian price indices. Other services are commercial and are customized to meet the specific requirements of private and public agencies. Some of these are IBRE's customized economic indicators, preparation of economic scenarios and forecasts, sectoral analyses, and business and consumer surveys.

## NEWS

Launch of the new index: Index of Returns on Commercial Real Estate (IGMI-C).

Launch of IBRE Economic Outlook: Monthly report on the Brazilian economy, including macroeconomic scenarios and projections.

Launch of Conjuntura Economica magazine as an iPad application in English and Portuguese.

## HIGHLIGHTS

# 170,000

MONTHLY VISITS TO IBRE'S WEBSITE

## CPS

The Center for Social Policies (CPS/FGV) serves as a benchmark in the conducting and dissemination of academic and non-academic research on the most urgent social and economic issues facing Brazil by providing its detailed findings to the general public and to clients. The Center seeks to contribute to equitable development in Brazil by thoroughly relating applied research, through debates involving the community, and via the design, implementation and evaluation of public policies. The Center's activities can be split into three main area categories and goals:

- i) The Center for Social Policies is dedicated to the creation and publication of fundamental, theoretical and empirical research targeted to the academic community.
- ii) The Centro de Pesquisas Sociais is dedicated to assessing the design and operation of public policies

that are put into practice by the state and/or civil community.

iii) The Comunicação para Sociedade Group is dedicated to the dissemination of research to help society maximize institutional impact and knowledge.

The Center's goals are: to promote innovation in social reasoning through analysis and improvement of empirical approaches; to offer expert advice by carrying out assessments upon request in our areas of expertise; to increase public access to knowledge in general by strengthening the public debate of ideas, and developing new methods for conducting research and disseminating results.

In its activities, the PSC conducts research and analysis to address issues in a comprehensive and in-depth manner, including:

- *Quantitative and qualitative assessment of impacts;*
- *Design and monitoring of social goals;*
- *Design of incentive schemes; and*
- *Insight studies on politics and popular participation.*

For more information, please visit [www.fgv.br/cps](http://www.fgv.br/cps)

CPS is coordinated by Marcelo Neri, who holds a PhD degree in Economics from Princeton University, and Master's and Bachelor's degrees in Economics from PUC-Rio. Dr. Neri teaches in the graduate and undergraduate programs of EPGE.

# **RENEWABLE ENERGY SOURCES**



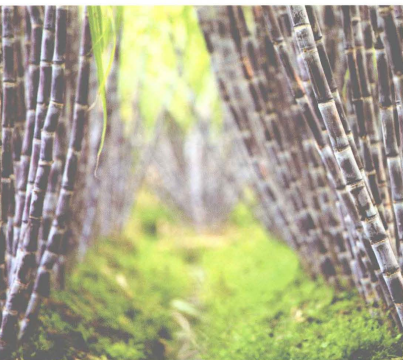
**idea**



# FOOD PRODUCTION AND BIOMASS: A PATH TO DEVELOPMENT AND SOCIAL PROGRESS

**CESAR CUNHA CAMPOS**

*DIRECTOR  
FGV PROJETOS*



In the coming years, global demand for food, energy and water is expected to increase dramatically, and the world will need sustainable ways to produce and share those resources. FGV endeavors to help find integrated solutions to major problems such as these and contributes to global efforts to build and communicate knowledge in these areas.

FGV Projetos, the technical assistance unit of FGV, is working in partnership with the Agribusiness Center of the Sao Paulo School of Economics to conduct applied research on the efficient and sustainable management of resources, building on Brazil's experience in agribusiness.

In this context, FGV has signed a partnership with Brazil's Ministry of Foreign Affairs and with relevant

organizations based in countries in the so-called Tropical Belt to develop studies and projects related to the feasibility analysis of producing food and other inputs for bioenergy. As a result of those initiatives, 12 countries in Central America, the Caribbean and Africa have benefitted from more than 60 research projects related to food and bioenergy (ethanol, biodiesel, electricity and steam) production.

The newest international project is the Investment Fund for Agriculture in the Nacala Corridor, which targets some 14 million hectares of farmable but underdeveloped land in the northern region of Mozambique. The main goal of this initiative is to promote investments that will bring economic, environmental and social development through agribusiness in the region and throughout the chain of production. FGV Projetos



is responsible for the Master Plan of the ProSavana program — the main plan for the Nacala Corridor's agricultural development — and for the technical management of this Fund's projects. The project is supported by the Brazilian Agency of Cooperation (ABC), the Japan International Cooperation Agency (JICA), the Brazilian Agricultural Research Corporation (Embrapa), the Food and Agriculture Organization of the United Nations (FAO), and the Ministry of Agriculture of Mozambique (MINAG).

With global demand and consumption growing rapidly, it has become urgent to identify, map and develop new agricultural frontiers for agroclimates that are favorable to food and energy production. Several countries have shown an interest in receiving Brazilian expertise with regard to agroindustrial production in light of

Brazil's unparalleled experience in the field of tropical crop production.

Agroindustrial projects of this magnitude are structural in nature, representing an important tool for fostering regional development and socioeconomic progress with a low impact on the environment. Taking agricultural production as its basis, this project uses a multilevel workforce to promote long-term social inclusion and to help provide two of the most important things humanity relies on: food and energy.

The Nacala Fund is a pioneering initiative that shows how FGV is a world-class think tank devoted to solving global problems. By leading the process of transferring knowledge, FGV contributes to the formulation of public policies and projects that go beyond Brazil's

borders and contribute to sustainable development worldwide.

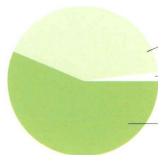
# FGV PROJETOS

With over 30 years of experience providing technical assistance to Brazilian institutions, FGV Projetos brings together expertise, state-of-the-art methodologies, and a staff of well-prepared professionals with a proven record in promoting efficient management practices in public, private and non-governmental organizations in Brazil and abroad. FGV Projetos' studies and projects are carried out based on the experience of FGV's professional experts and academic faculty. On the basis of its extensive knowledge in the areas of public policy, administration, finance and economics, FGV Projetos devises solutions for the implementation of best practices in the following sectors: Agribusiness, Communications and Neuromarketing, Media and Technology, Consumption and Retail, Culture, Education, Energy, Government, Industry, Justice, Health, Public Safety, Services, Social Responsibility and Sustainability, Sports, Telecommunications, Transportation, and Tourism.

## HIGHLIGHTS

# 280

TECHNICAL ASSISTANCE  
PROJECTS



41.7% WITH THE PUBLIC SECTOR

1.8% INTERNATIONAL CONTRACTS

56.5% WITH THE PRIVATE SECTOR

# 12

VIABILITY STUDIES FOR BIOMASS PROJECTS IN 12  
COUNTRIES — SUCH AS MOZAMBIQUE, GUINEA,  
LIBERIA, ZAMBIA, HONDURAS — WERE DELIVERED  
TO THE BRAZILIAN GOVERNMENT.

# 3,000

FGV PROJETOS-RELATED NEWS  
FEATURED IN THE MEDIA

# 34

EVENTS ORGANIZED

# 1,200,000

VISITS TO FGV PROJETOS' WEBSITE

## INTERNATIONAL SEMINARS

*"Better Policies for Better Lives"*

Organized in collaboration with OECD

Forum 2011 in Paris, France

*"Agribusiness in Brazil: Policies,  
Experiences and Perspectives"*

Organized in collaboration with the

OECD in Paris, France

*"Western Africa and Brazil:*

*Challenges of Renewable Energies"*

Cape Verde

*"World Innovation Forum"*

New York, USA

*"Global Leadership Summit 2011"*

London, United Kingdom

*"Global Economic Symposium"*

Kiel, Germany

# PRESS

## MAGAZINES AND BOOKS

Editora FGV, the publishing unit of FGV, was founded in 1945 and publishes work from various fields of knowledge. The unit contributes to improved learning and education in Brazil and gives FGV a presence at home and abroad.

FGV Press offers high-quality publications in numerous disciplines, including political science, administration, economics, law, anthropology, history, sociology, marketing and archival science.

Its catalog features Fundação Getúlio Vargas authors as well as intellectuals from the international academic community. Their contributions, which total more than 300 titles, play a role in shaping intellectual discourse and in the dissemination of knowledge.

Not only does FGV Press produce textbooks in various academic and business genres, but it also produces collections of books on specific topics, as outlined below.

The wide range of offerings in Editora FGV's catalog has proven very successful, reflected by high demand from the public. For example, the FGV Management Collection alone has already published 1.7 million copies since its launch.

Publications from FGV Management focus on the business administration field. Each series of

publications is associated with a course in the ongoing learning program: business management, marketing, human resource management, project management, financial management, controllership and auditing, health management, business law, and short professional courses.

Designed for both the academic and business communities, the FGV Business Collection specializes in knowledge applied to business management. This collection covers topics such as business strategies, marketing, human resource management, corporate finance management, information technologies, and business management.

The FGV Law Collection provides access to works on the most important topics in contemporary law by combining an in-depth theoretical approach, current thinking, and relevant practical questions.

The FGV Pocketbook Collection offers abridged texts on a wide range of topics in the human and social sciences. The collection is designed for students, teachers, professionals and people in the general public who are interested in learning from clear, accessible texts about the subjects addressed in its different series: Understanding the World, Economics & Management, Philosophy, History, Society & Culture and Tourism.

The FGV Practical Collection provides texts on administration, economics and other areas of social sciences in clear educational language. FGV Press also publishes three series for the public on current sociological and anthropological topics: Contemporary Social Analyses; Family, Generation and Culture; and Violence, Culture and Power.

Since 2008, the publisher has included digital books (PDF) in its catalog. Since 2011, the eBooks have been launched in ePub format, which is more interactive. The eBooks are for sale at the institutional site and via AppleStore.

## HIGHLIGHTS

### LAUNCH OF AN ONLINE CATALOGUE OF E-BOOKS

**17.5%**

INCREASE IN SALES OF FGV  
MANAGEMENT PUBLICATIONS

**53%**

NEW BOOKS

**18**

NEW EDITIONS

**215**

REPRINTS

**413,493**

COPIES

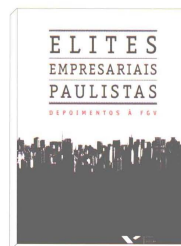
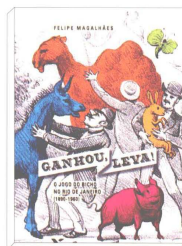
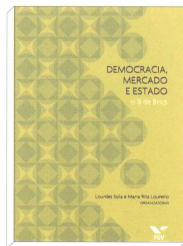
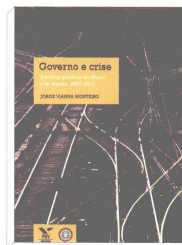
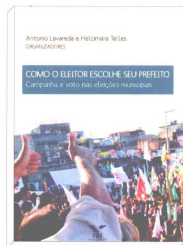
**1.8%**

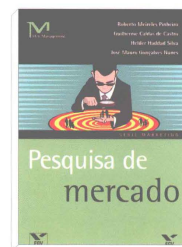
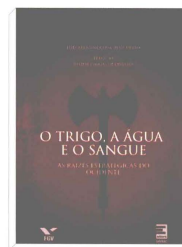
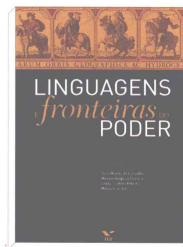
INTERNATIONAL CONTRACTS

**286**

TOTAL TITLES

# MAGAZINES AND BOOKS





# LIBRARIES

THE FGV LIBRARY SYSTEM CONSISTS OF THE LIBRARIES MARIO HENRIQUE SIMONSEN, IN RIO DE JANEIRO, KARL A. BOEDECKER, IN SÃO PAULO, BRASILIA LIBRARY, AND THE DIGITAL LIBRARY.

## **MARIO HENRIQUE SIMONSEN LIBRARY** RIO DE JANEIRO

Created in December 1945 as a central library, the Mario Henrique Simonsen Library now houses a valuable collection of information on public and business administration, Brazilian history, economics, finance, law, political science, and sociology. The library uses the Virtua library management software, which manages key library functions, processes requests, and facilitates borrowing and reservations via the web.

The Mario Henrique Simonsen Library participates in numerous inter-library loan networks. It has more than 80,000 titles in books, electronic publications, theses, DVDs, and photographs, in addition to 64,000 copies of periodicals and 8,000 monographs. The library receives about 10,000 requests per month.

## **KARL A. BOEDECKER LIBRARY** SÃO PAULO

The Karl A. Boedecker Library was created in 1954 to provide bibliographic support for study and research activities at the São Paulo School of Business Administration (EAESP), School of Economics (EESP) and Law School (Direito GV).

The collection specializes in the areas of public and business administration, economics, business, law, and social sciences. It houses about 60,000 titles in books, DVDs, photographs and electronic publications, as well as almost 40,000 periodicals and 9,000 monographs. The Karl A. Boedecker Library also uses the Virtua software for the digital management of key library functions, and receives hundreds of queries per day.



## HIGHLIGHTS

### KARL A. BOEDECKER LIBRARY

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**89,522**

COPIES OF BOOKS

**68,522**

TITLES OF WORKS IN GENERAL

**1,637**

JOURNAL TITLES

### MARIO HENRIQUE SIMONSEN LIBRARY

RIO DE JANEIRO

**1,786**

DIGITAL ACADEMIC THESES

**103,367**

COPIES OF BOOKS

**82,676**

TITLES OF WORKS IN GENERAL

**1,343**

JOURNAL TITLES

### BRASÍLIA LIBRARY

**6,190**

COPIES OF BOOKS

**6,230**

TITLES OF WORKS IN GENERAL

**25**

JOURNAL TITLES

**33** SHARED DATABASES

# INTERNATIONAL RELATIONS



## ANGOLA

ISPAN

Universidade Agostinho Neto



## ARGENTINA

Universidad Austral

Universidad de San Andrés

Universidad Nacional de Quilmes

## CAPE VERDE

Universidade de Cabo Verde



## CANADA

Embassy of Canada

International Development Research Centre



## CHILE

Universidad de Arte y Ciencias Sociales (ARCIS)



## CHINA

China University of Political Science and Law

Instituto de Estudos Brasil-China (IBRACH)

The Chinese University of Hong Kong



## COLOMBIA

Universidad Externado de Colombia

Universidad de los Andes



## DENMARK

Copenhagen Business School



## ECUADOR

Universidad Andina Simón Bolívar



## FRANCE

Audencia Nantes École de Management

École Supérieure de Commerce de Paris (ESCP EAP)

École Supérieure de Commerce de Rennes (ESC Rennes)

École Supérieure de Commerce ET Management Tours (ESEM)

ESIEE Paris (Université Paris-EST)

ESSEC Business School

European School of Management (ESCP-EAP)

HEC Paris

HEC School of Management

Institut d'Études Politiques de Grenoble (IEP)

Institut d'Études Politiques de Lille (Science Po Lille)

Université Paris-Dauphine

Université Paris-Sorbonne

Université Paris 1 Panthéon-Sorbonne

University of Strasbourg



## GERMANY

Albert Ludwigs Universität Freiburg

European Business School

Law Faculty of the Westfälische Wilhelms-Universität

(Münster University)

Pforzheim University

Technical University Hamburg



## HOLLAND

Tilburg University

Universiteit van Amsterdam



## ITALY

European University Institute

Italian National Institute of Statistics (ISTAT)

Università Commerciale Luigi Bocconi

Università Degli Studi di Roma



## INDIA

Institute of Public Enterprise

Indian Council of Cultural Relations (ICCR)

Indian Institute of Management-Calcutta



## ISRAEL

Herzliya Radzyner School of Law (IDC)



## MEXICO

El Colegio de México

Instituto Tecnológico y de Estudios Superiores de Monterrey



## NORWAY

BI Norwegian School of Management



## PORTUGAL

Instituto Superior de Ciências do Trabalho e da Empresa

(ISCTE/INDEG)

Universidade Católica Portuguesa

Universidade de Coimbra

Universidade Nova de Lisboa

Universidade Técnica de Lisboa



## PERU

Universidad del Pacifico



## SINGAPORE

National University of Singapore



## SPAIN

ESADE

Escuela de Administración de Empresas (E.A.E)

Universidad Pompeu Fabra (UPF)



## UNITED KINGDOM

London Business School

University of Lancaster

The University of Manchester

The University of Nottingham



## USA

ABCI Institute

Duke University

Harvard Law School

New York University

Northwestern School of Law

Ohio University

Ohio University College of Business

Pace University

Rutgers, The State University of New Jersey

State University of New York

The George Washington University

University of California

University of California-Berkeley

University of California-Irvine

University of California-San Diego

University of Chicago

University of Florida

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University of Miami School of Business

University of Miami School of Law

University of Minnesota

University of Tampa

University of Texas at Austin

# ABOUT

Fundação Getúlio Vargas was created in 1944 to promote Brazil's economic and social development. Since then, FGV has been an important research institution in the country's academic history for more than sixty years. Whether in academic excellence or scientific research, in technical assistance or in an advisory capacity assessing public policies, FGV's name is a mark of distinction and a guarantee of excellence recognized nationwide. Professional competence, soundness and reliability, innovative spirit, and unwavering ethical standards make FGV a benchmark in the areas of business administration, economics, documentation, historical research, and law.

In 2011, FGV was again considered one of the top 30 think tanks in the world and the most important in South America and the Caribbean, according to the Global Go-To Think Tank rankings of the University of Pennsylvania. In the same year, the MBA program of São Paulo Business Administration School was one of the few Brazilian institutions included in the list of the world's top executive MBA programs by the Financial Times. Also in 2011, FGV was named one of the top 100 educational institutions in the world by the New York Times.

## RIO DE JANEIRO

### BUILDING LUIZ SIMÕES LOPES (HEADQUARTERS)

Praia de Botafogo, 190

22250-900 – Rio de Janeiro - RJ

Phone: 5521 3799-4747

Fax: 5521 3799-5996

Divisions and Schools:

EBAPE – School of Administration; EPGE – School of Economics,

DIREITO RIO – School of Law, CPDOC – School of Social Sciences;

FGV Projetos; Mario Henrique Simonsen Library.

### BUILDING PROFESSOR EUGÊNIO GUDIN FILHO

Rua Barão de Itambé, 60

22231-000 – Rio de Janeiro - RJ

Phone: 5521 3799-4747

Divisions and Schools:

IDE – Institute for Educational Development;

IBRE – Brazilian Institute of Economics,

CPS – Center for Social Policies

## PRESS

Editora FGV

Rua Jornalista Orlando Dantas, 37 - Botafogo

22231-010 – Rio de Janeiro - RJ

Phone: 5521 3799-4426/4427/4428/4429 / 0800 021 7777

Fax: 5521 3799-4430

falecomosco@fgv.br

### CENTRO EMPRESARIAL AMÉRICAS – BARRA DA TIJUCA

Avenida das Américas, 3693 Bloco 2, 2º andar -

Parque das Rosas

Phone: 5521 3799-4800

secmgmrio.barra@fgv.br

Divisions and Schools:

IDE

### BUILDING DARKE DE MATTOS CIDS - DOWNTOWN

Avenida Treze de Maio, 23

20031-000 – Rio de Janeiro - RJ

Phone: 5521 3799-4688

falecomosco@fgv.br

Divisions and Schools:

FGV Projetos, IBRE

### BUILDING OCTÁVIO GOUVEA DE BULHÕES - DOWNTOWN

Rua da Candelária, 6 - Centro

20091-020 – Rio de Janeiro - RJ

Phone/Fax: 5521 3799-5030/5028

Divisions and Schools:

IDE, DIREITO RIO

## SÃO PAULO

### BUILDING JOHN F. KENNEDY

Av. 9 de Julho, 2029

01313-902 – São Paulo - SP

Phone: 5511 3799-7700 / 7836

faleconoscp@fgv.br

Divisions and Schools:

EAESP – School of Administration; IDE

### FGV PROJETOS

Avenida Paulista, 1294 15º andar

01310-000 – São Paulo - SP

Phone: 55 11 3799-3638

### IDE

Avenida Paulista, 548 – Colocutura e Integridade

01310-000 – São Paulo - SP

Phone: 5511 3799-3455

0800 772 2778 (Call Center)

mhapaulesta@fgv.br

mhaberrini@fgv.br

### GV LAW – DIREITO GV

Rua Rocha, 220, conjuntos 1402/431 e 34

01330-000 – São Paulo - SP

Phone: 55 21 3799-3330 – 55 11 3799-2200

gylaw@fgv.br

### BIBLIOTECA KARL A. BOEDECKER

Av. 9 de Julho, 2029

01313-902 – São Paulo, SP

Phone: 5511 3799-7728/7729

Fax: 5511 3799-7843

biblioteca.sp.rc@fgv.br

### DIREITO GV

Rua Rocha, 233

01330-000 – São Paulo - SP

Phone: 5511 3799-3333 / 3322 (11) 3799-2222 / 2233

Fax: 5511 3799-3536 (11) 3799-2231

direitogv@fgv.br

### EESP

Rua Itapeva 474

01332-000 – São Paulo - SP

Phone: 5511 3799-7630

Fax: 5511 3799-3357

economia@fgv.br

Condomínio Torre Nações Unidas

Av. das Nações Unidas, 12.495 - anexo 01 (terreço, 1º e 2º andar)

04578-000 – São Paulo - SP

Phone: 5511 3799-3690

Divisions and Schools: IDE, PEC FGV, CPDOC

## BRASILIA

SGAN (Setor de Grandes Áreas Norte), Quadra 602, módulos A, B e C

70830-020 – Brasília – DF

Phone: 5561 3799-8000

Fax: 5561 3225-3960

cursoes@bsb.fgv.br

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# FINANCIAL STATEMENTS

## BALANCE SHEET, DECEMBER 31, 2011 (R\$)

ASSETS	2011	2010
<b>CURRENT ASSETS</b>	<b>585,028,088.73</b>	<b>502,939,270.81</b>
AVAILABLE	546,743,586.39	458,086,953.33
ACCOUNTS RECEIVABLE	15,681,824.15	13,252,445.29
OTHER ACCOUNTS RECEIVABLE	678,739,334.40	591,979,986.74
(-) BILLING	663,057,510.25	578,727,541.45
OTHER CREDITS	19,251,369.79	28,474,261.47
STOCKS	3,351,308.40	3,125,610.72
<b>NON CURRENT ASSETS</b>	<b>335,979,872.50</b>	<b>220,144,992.90</b>
LONG TERM EQUITY	98,326,862.98	45,821,144.03
PROPERTY EQUITY FUNDS	237,653,009.52	174,323,848.87
<b>TOTAL R\$</b>	<b>921,007,961.23</b>	<b>723,084,263.71</b>
<b>TOTAL US\$</b>	<b>490,994,754.89</b>	<b>435,592,929.95</b>



## BUDGET EXECUTION IN REAIS (R\$)

### 1.1 BUDGET EXECUTION AND OPERATIONAL

R\$

REVENUE	825,927,362.03
COSTS / EXPENSES	810,366,841.75
OPERATING INCOME	15,560,520.28

### 1.2 CAPITAL BUDGET EXECUTION

R\$

OWN INVESTMENTS	64,959,146.52
-----------------	---------------

### LIABILITIES

2011

2010

#### CURRENT LIABILITIES

93,652,766.21

86,090,107.42

#### SHORT-TERM LIABILITIES

-

-

#### PAYROLL CONTRIBUTIONS AND DEDUCTIONS

15,578,424.62

13,114,456.70

#### SERVICE SUPPLIERS

21,957,595.55

17,423,694.89

#### OTHER CONTRACTS

5,838,806.14

5,040,986.80

#### OTHER VALUABLES

29,241,121.19

20,043,867.55

#### MISCELLANEOUS PROVISIONS

21,036,818.71

30,467,101.48

#### NON CURRENT LIABILITIES

45,834,979.01

#### LONG-TERM LIABILITIES

45,834,979.01

#### NET WORTH

781,520,216.01

636,994,156.29

#### ENDOWMENT

670,364,709.43

516,840,287.53

#### SPECIAL FUNDS

95,594,986.30

87,467,702.44

#### RESULT OF BALANCE

15,560,520.28

32,686,166.32

#### TOTAL R\$

921,007,961.23

723,084,263.71

#### TOTAL US\$

490.994.754,89

435,592,929.95

## ECONOMIC BALANCE, DECEMBER 31, 2011 (R\$)

REVENUE	2011	2010
REVENUE	825,917,362.03	700,417,789.29
REVENUE ASSETS	38,456,700.36	6,730,365.87
OPERATING REVENUES	728,662,795.90	665,504,718.92
FUND-RAISING REVENUE	58,797,865.77	28,182,704.50
MISCELLANEOUS REVENUES	10,000.00	785.00
REVENUES FROM FEES	10,000.00	785.00
SUBTOTAL	825,927,362.03	700,418,574.29
DEFICIT	-	-
<i>TOTAL R\$</i>	<i>825,927,362.03</i>	<i>700,418,574.29</i>
<i>TOTAL US\$</i>	<i>440.306.728,88</i>	<i>440.306.728,88</i>

## CASH FLOW STATEMENT, DECEMBER 31, 2011 (R\$)

DESCRIPTION	2011	2010
<b>I. FLOWS FROM OPERATING ACTIVITIES</b>		
NET INCOME	15,560,520.28	32,686,166.32
INCREASE IN EQUITY	128,965,539.44	114,537,253.86
SHORT-TERM LIABILITIES	7,562,658.79	18,591,575.24
LONG-TERM LIABILITIES	20,383,040.81	
ACCOUNTS TO BE RECEIVED	(2,429,378.86)	(2,005,078.61)
OTHER CREDITS	9,222,891.68	(7,991,072.22)
INVENTORIES	(225,697.68)	(92,282.04)
LONG TERM	(52,505,718.95)	(6,565,294.00)
<b>(=) NET CASH FROM OPERATIONS</b>	<b>126,533,855.51</b>	<b>149,161,348.65</b>
<b>II. FLOWS FROM FINANCING ACTIVITIES</b>		
(+) BANK LOANS	25,451,938.20	
(=) NET CASH GENERATED BY FINANCING PAYMENTS	25,451,938.20	
<b>III. FLOWS FROM INVESTMENT ACTIVITIES</b>		
POSITIVE CHANGE IN FIXED ASSETS	63,329,160.65	31,951,071.63
<b>(=) NET CASH GENERATED BY INVESTMENTS</b>	<b>(63,329,160.65)</b>	<b>(31,951,071.63)</b>
OPENING BALANCE OF CASH	458,086,953.33	340,876,676.41
<b>CLOSING BALANCE OS CASH R\$</b>	<b>546,743,586.39</b>	<b>458,086,953.33</b>
<b>CLOSING BALANCE OF CASH US\$</b>	<b>291,472,217.93</b>	<b>275,955,995.98</b>

**OPERATING BUDGET PER DIVISION,  
SHOWING FORECASTS / ACHIEVEMENTS OF REVENUES AND COSTS / EXPENSES**

DIVISIONS	STAFF	REVENUE: ESTIMATED	REVENUE: CARRYING
<b>BASIC GRADUATE PROGRAMS</b>			
IBRE	303		32,852,862.15
EBAPE	99	34,281,308.56	11,291,461.63
EAESP	360	81,953,287.42	84,76,108.12
EPGE	68	5,982,997.42	7,191,624.61
DIREITO RIO	120	15,542,916.38	22,564,329.87
DIREITO GV	94	25,664,756.47	25,976,505.44
CPDOC	54	6,001,787.42	3,331,115.38
EESP	59	16,900,513.38	18,348,606.44
EMAP	16		6,469.00
FGV PROJETOS	284	180,000,000.00	175,729,982.90
EDITORIA FGV	20	5,692,043.94	5,794,470.41
IDE	507	311,968,378.46	345,121,532.17
SPECIAL ACTIVITIES	82	61,748,282.66	93,242,302.91
SUBTOTAL (1)	2066	760,264,897.58	852,927,362.03
<b>ADMINISTRATION</b>			
DIRECTION OPERATION RJ	129		
DIRECTION OPERATION SP	179		
TOP ADMINISTRATION	30		
CORPORATE CONSULTANCY	197		
SUBTOTAL (2)	535		
<b>TOTAL = (1+2) R\$</b>	<b>2601</b>	<b>760,264,897.58</b>	<b>852,927,362.03</b>
<b>TOTAL = (1+2) US\$</b>		<b>405,301,683.32</b>	<b>440,306,728.88</b>
		<b>USD 1.8758</b>	