



**2013**  
ANNUAL REPORT





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O E SAÚDE

**FGV HAS  
GENERATED, TRANSMITTED  
AND APPLIED KNOWLEDGE  
TO SOCIAL AND ECONOMIC  
DEVELOPMENT  
FOR 70 YEARS**

*tomado no gabinete do presidente do DASP, quando era lida a sua exposição*

Getúlio Vargas decisivamente ao serviço das boas causas, não falte ao relevante empreendimento, cujas idéias gerais vou lançar nesta comunicação.

Falando diretamente aos orientadores da opinião pública, estou

de sua indústria e a racionalização de seus serviços públicos.

O nosso país trilha agora os mesmos rumos, graças, sobretudo, à clarividência e ao agudo senso de realidade que caracterizam o Sr. Getúlio Vargas.

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**LETTER  
FROM THE  
PRESIDENT**



YEARS

**GROWING  
WITH  
BRAZIL**



# CARLOS IVAN SIMONSEN LEAL

*President, Fundação Getulio Vargas*

**T**he year 2014 marks the 70th anniversary of FGV, of 70 years of work involving thousands of people. Indeed, the history of FGV closely reflects the modern history of our country. Its crises accompany Brazilian crises, and its growth accompanies Brazilian growth in an absolutely clear and causal link. FGV breathes Brazil, lives each moment of Brazil, and is a vital part of Brazil.

FGV is a unique institution, not only in Brazil but internationally: a think tank that is a higher education institution with a tradition of creating a profound impact on Brazilian life. Things that are part of everyday life in Brazil and are very often taken for granted – such as the country’s price indexes, and national accounts, and the first accounts of the Central Bank before it even existed – were all born at FGV.

It is always worth remembering that this institution evolved from the former Public Service Administrative Department (DASP) during the years of the New State. Yet it did not bring with it the shortcomings of that period; instead, it managed to continually add value to Brazilian public service and to national business management techniques. It came to understand the problem of Brazilian development, to think and act for the advancement of Brazil.

FGV has striven to serve for 70 years, under the guidance of three presidents: our illustrious founder Dr. Luiz Simões Lopes, president from 1944 to 1992; Dr. Jorge Oscar de Mello Flôres, from 1992 to 2000; and myself, honored to be president of FGV since then. With thanks, especially, to the administration of Simões Lopes, FGV was able to establish a spirit that sets it apart and shall always set it apart from other institutions. It belongs to no single person; it belongs to Brazil and the Brazilian people; it is dedicated to shaping elites who believe in their nation, training staff, and strengthening our identity. And all of this is achieved without xenophobia, without excluding the rest of the world. We believe that Brazil deserves rational solutions leading to the best possible economic and social development of our nation. FGV is an applied institution, focusing on real problems. We do not believe in improvisation or shortsighted solutions; we believe in building solutions. Perhaps this is our greatest asset.

Brazil’s challenges also mean challenges for FGV. For example, the country recently succeeded in raising the average income level of its people. But will Brazil fall into the middle-income trap, destined to remain outside the “first division” of world nations? Will we be able to achieve the growth and social development rates of developed countries, or will we never achieve this? And if we do achieve it, what other challenges will we have to face?

These are questions that are to be considered and solved. They involve the areas of administration, applied mathematics, economics, law and social sciences, all areas in which FGV works. This is why our professors, researchers and employees are aware that their work does not finish when the day’s work is done. The people working at FGV know that they work toward a stronger Brazil, a more dynamic troubleshooting Brazil, a country of peace that craves to be an important world-class player that is finally ready to enter into a more mature phase.

When FGV was founded, Brazil’s population was less than 50 million, and today it is close to 200 million. When FGV was founded, there were 60,000 university students in the country – if that – and today there are almost seven

million. What does that mean? Is it the same country? Of course conditions have changed a lot in the last 70 years. And FGV, like Brazil, has had its moments of crisis and of success. Like Brazil, each day it has to face challenges to be able to conquer the future.

Here at FGV we have a fighting spirit, working for the nation, a forward-looking spirit. We are proud of the past 70 years and will endeavor to make the next 70 years even better.

*The first Niemeyer building*

**1968**



**2013**

*The Oscar Niemeyer Tower*



THE NATIONAL SCHOOL OF ECONOMIC SCIENCES BUILDING, WHICH WAS LATER ADDED TO UNIVERSIDADE DO BRASIL (TODAY UFRJ). THE BUILDING WAS FGV'S FIRST MAIN OFFICE. RIO DE JANEIRO.

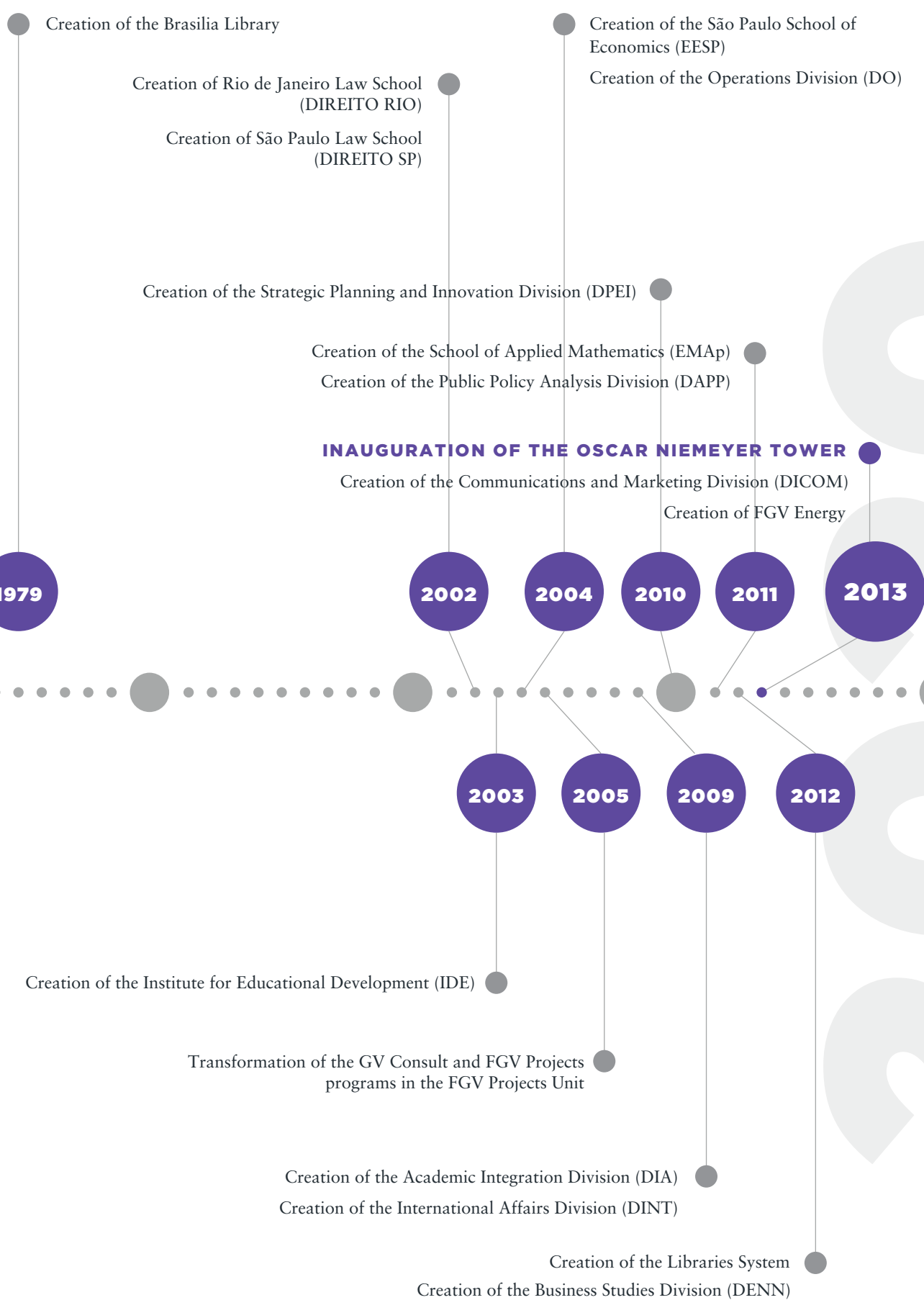
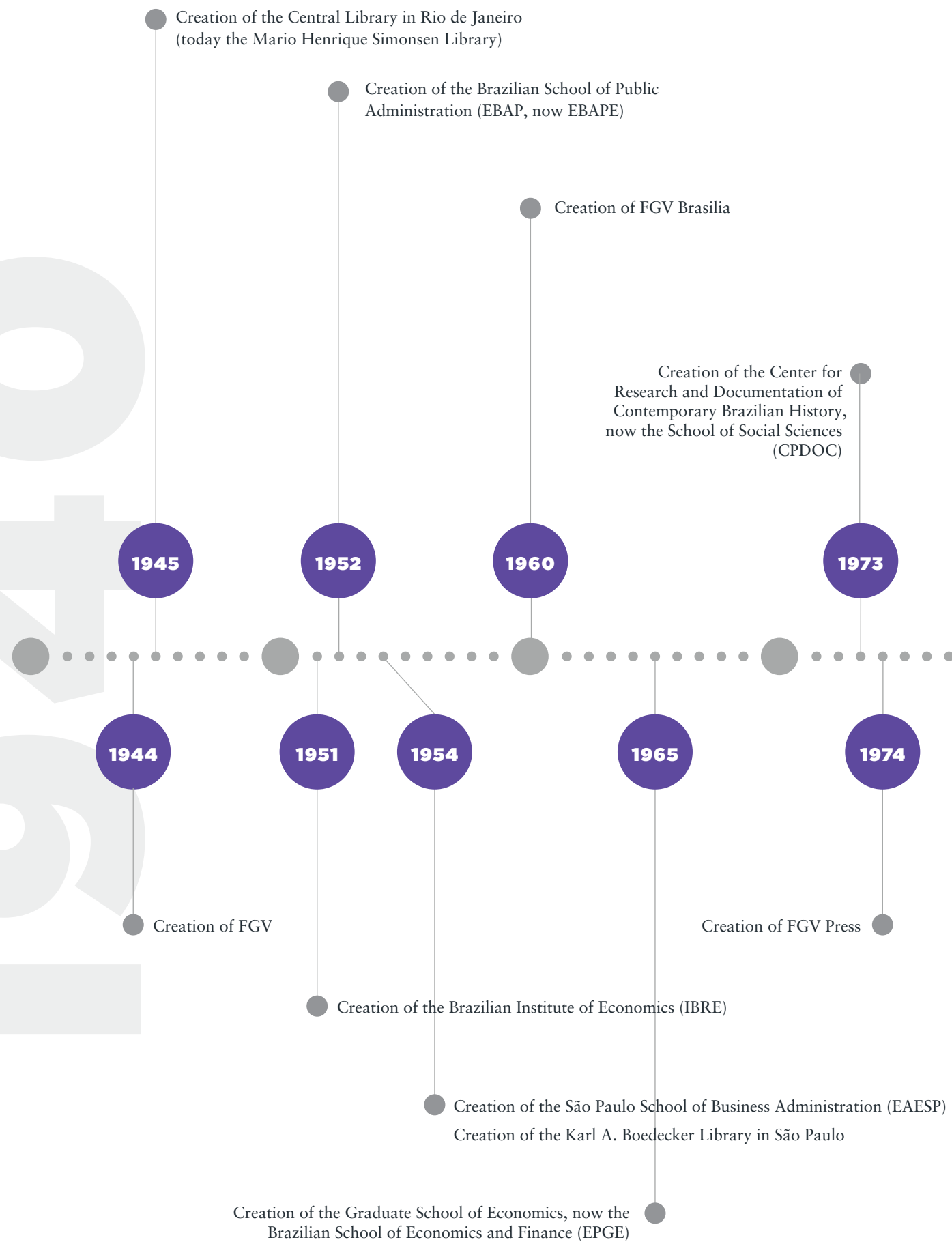
# TIMELINE



YEARS



**SHAPING  
HISTORY**





# FGV AND THE MASTER OF CURVES, OSCAR NIEMEYER

“The Oscar Niemeyer Tower means a lot to the city”. This is how the vice-president of Fundação Getulio Vargas, Sergio Franklin Quintella, defines the building inaugurated in December 2013, along with FGV's new architectural complex. Designed by Oscar Niemeyer in the 1950s, the FGV complex was finished almost 60 years later, giving the state of Rio de Janeiro another work by the “master of curves”, who would have been 106 years old on the eve of its inauguration, on December 16.

The first project was updated, together with Niemeyer himself, to meet FGV's new needs, and is comprised of, in addition to the main office (inaugurated in 1968), a new building with 19 floors and two underground parking levels - named Oscar Niemeyer Tower in his honor -, one esplanade, and a cultural center. The tower houses offices of large companies, and the cultural center will soon include a library, a study area and one auditorium, in addition to a lounge for art exhibitions. “The cultural center was adapted and it is meant to have flexible functions. For example, the auditorium may be divided into several smaller ones, according to the need and dimension of the event”, says Quintella.

The complex construction work started in 2010 and was completed on schedule in three years. In the future, FGV's main office will also undergo a retrofit, requested by Oscar Niemeyer, so that the old building – registered as patrimonial heritage by the Brazilian Heritage Institute (IPHAN) – will keep in line with the new ones.







CONFERENCE ON THE UN COVENANT MADE  
BY THE AUSTRIAN JURIST HANS KELSEN.  
RIO DE JANEIRO. SEPTEMBER 1949.

## TESTIMONIALS





YEARS

**SUPPORTING  
DEVELOPMENT**

# 70 YEARS OF CONTRIBUTING TO THE DEVELOPMENT OF BRAZIL

*Sergio Franklin Quintella,  
vice president of FGV*

**W**e can say in a few words that, during its 70 years, FGV has perseveringly devoted itself to its prime objective – to act as a support for the country’s socioeconomic development, with no partisan or political leanings. And FGV achieves its mission in a number of ways, always preserving a high rate of respect and credibility.

Through its Rio de Janeiro and São Paulo schools, it trains professionals at undergraduate and post-graduate levels in Public and Business Administration, Economics, Law, Social Sciences, History and, more recently, Applied Mathematics. Through research centers, both school-related ones and independent centers (such as the oldest, the Brazilian Institute of Economics), it produces studies in pure and applied sciences.

For the past ten years or so, FGV Projects has been using the academic expertise of FGV’s schools and research centers to provide public and private agencies with support, creating solutions with an eye toward improving productivity in the private sector, and enhancing public administration in all three spheres of government (executive, legislative and judiciary).

FGV also spreads its know-how through its associated network and distance learning process, both run by the Institute for Educational Development (IDE). In this way, FGV not only operates nationwide but also increasingly abroad. Moreover, FGV is very successful in accrediting undergraduate courses in Administration and Economics nationwide, and some of those certified higher education institutions have continually received excellent rankings from the Ministry of Education. In the near future, FGV is hoping to significantly extend its representation in Brasília, where it has been active since the capital was founded in 1960.

In December 2013, FGV inaugurated the Oscar Niemeyer Tower – which is part of its cultural and educational complex on the Botafogo bayfront in Rio de Janeiro. Oscar Niemeyer had designed the complex in the 1950s and it was the first of the architect’s designs to be inaugurated after his death. The new facilities are a gift from FGV to the city and, together with the Cultural Center, it will contribute not only to increasing public assets offered by the institution but also to upgrading the neighborhood. FGV is still in the process of internationalization, extending its partnerships with institutions in Africa, the Americas, Asia, Europe and Oceania, contributing to the growing importance of FGV and its recognition as a worldwide think tank.

For these reasons, over the last 70 years FGV has consolidated its position as a top center of learning, studies and education, fulfilling its mission to work toward national development.



**1968**

*Speech to open FGV’s new main office, by Luiz Simões Lopes.  
Rio de Janeiro, December 1968.*



# THE MEANING OF THE WORD “COMMEMORATE”

Marieta de Moraes Ferreira,  
director of FGV Press and  
FGV Libraries System

**W**hat does it mean to commemorate? Commemorating means “remembering together”. And when we say “remembering”, we are talking about “memory”. And this memory is built up; it selects what must be remembered, in order to face future challenges. This is why, as a historian, I believe that at times of commemoration it is interesting to talk about the past so that we can understand the present and envisage the future.

The origin of FGV lies in a decree signed by then-President Getulio Vargas, authorizing the Public Service Administrative Department (DASP) to found FGV with the idea of training staff for the country’s public administration. It was a time of modernization and streamlining administration in Brazil, of setting up an economic model that required state presence. The patronage tradition of allotting public posts was now making its way to meritocracy, where the positions should be held by professionals with the necessary skills to do the job. To train these people, FGV’s role was to promote studies about the Brazilian reality and create and run courses.

With this in mind, FGV in its early days

would prepare public administrators but also work in regular high school education (namely, Nova Friburgo College, an innovation in both teaching and educational terms). In order to prepare highly skilled professionals, FGV also ran secondary school courses focusing on technical training, such as accounting and secretarial science.

I am currently working on three new projects that somehow update FGV’s original commitment to education in the country. The first project is FGV High School Education, linked to the FGV president’s office. It returns to the principles of dedication to fundamental education, meeting the needs of the 21st century on two fronts: by producing textbooks and through the FGV Digital High School portal, which provides free online classes, a question base and content related to high school education for students all over Brazil. The project will have a huge social impact since it not only contributes to improving Brazilian education but also encourages and prepares young people taking the National High School Examination (also known as ENEM).

The second project is FGV Press, with a focus on increasing the number of titles related to FGV’s educational and learning activities – such as the FGV Management series, which has already sold more than 2.5 million books. The success of this collection also shows how important the FGV Press publications are for students from other learning institutions and professionals already established in the job market who seek to keep themselves up to date. And as a university press of a much wider scope than the others, we produce and sell digital books in ebook and epub format, while also meeting demands from other university presses that do not have the same capacity.

Lastly, the FGV Libraries System is an earlier project that was, in fact, only implemented two years ago. It advocates the integration of the libraries in Rio de Janeiro, São Paulo and Brasília, streamlining their work, adopting a joint policy for procurement, expanding, and enhancing availability of the collection, as well as modernizing its services. We have just put a new collection management system in place with several resources: integration with social networks, a

volume ranking option, automatic generation of bibliographic references, and instant viewing of recently acquired books, in addition to a speedier and more intelligent consultation. The catalog may also be accessed using mobile handsets, Android or iOS. And there will soon be others, with the inauguration of the new Rio de Janeiro library.

These are three examples of how FGV is upholding its basic principles in a democratic mindset, while at the same time always ahead of its time, adapting its mission to the present day. They update FGV’s commitment to Brazil and education, which are inseparable from each other. The production of didactic material, books, the availability of free online content for high school students, and the expansion of public access to library collections are the embodiment of FGV’s mission to share knowledge.

FGV commemorates its 70 years, justifying its mission and its projects set out in the past thanks to a higher

administration that perceives the challenges and renewal requirements spurred by modern times, and which instigates its directors, professors and employees to break new ground.

I was very young when I joined FGV and for around 30 years I’ve worked in many units, confronted many challenges, and developed many projects. And I am assuredly very proud, happy and fulfilled to have dedicated all those years to this institution.



1955

Karl A. Boedecker Library, in São Paulo.

# COMMITMENT TO BRAZIL

Oscar Vilhena Vieira,  
dean of São Paulo Law School  
(DIREITO SP)

**D**uring the past 70 years, FGV has played a leading role in its statutory commitment to contribute to the development of Brazilian society through research, teaching and staff advancement. This is an unparalleled and unique track record in Brazilian history, as it is impossible to find another private learning and research institution that has offered such a valuable contribution to the modernization of our government and the Brazilian economy. FGV has not only trained professionals who eventually occupied leading positions in the public and private sectors, but over the decades it has also encouraged the creation of research centers of excellence in areas vital for our development, namely economics, business, government, international affairs and also law, now taking its place of excellence in the academic scene both at home and abroad. In addition to its academic contributions, FGV has been consolidating its position as a think tank, not only undertaking refined analyses about the country and its international context, but also presenting proposals and projects to enrich the public debate and enable the decision-making process, whether in the government or the market. In this context, it is worth mentioning that based on the excellence and volume of its production and intervention in public debate, FGV has become the top think tank in Brazil and one of the most outstanding in the southern hemisphere.

Although FGV has always taken into account the importance of law and its institutions for the development process,

it was only in the first years of the new millennium that it took the decision to create two law schools: one in São Paulo and the other in Rio. This was not an obvious decision, since Brazil already has more than a thousand law schools. However, there was acute awareness that it was necessary to train a new generation of jurists, skilled in operating in the legal system in a world identified by a strong globalization process and undergoing a runaway revolution in the field of information technology. The Brazilian government itself underwent a reform process that required a more dynamic and interdisciplinary attitude from the legal community. It was therefore necessary to offer a new way of teaching law, especially taking into consideration the capacity that these professionals should have to face up to and offer creative solutions to highly complex problems. So the idea gained ground that FGV schools should not train operators of law but rather legal architects able to innovate in the institutional field and to shape business. But it could not promote this renewal of legal training without a new approach to thinking and producing legal knowledge. Hence the investment in interdisciplinary research, opening up a field of institutional studies and deploying empirical methods that allow the jurist to have more realistic grounds to shape.

Reinforcing and modernizing the legal institutions are fundamental for fully developing the country – this must be based on full democracy, on the vigor and sustainability of its economic growth process, and on doing justice and respecting fundamental rights, without which we will never achieve minimum standards of civility. What can we do to contribute to the empowerment of the legal system and the legal institutions in Brazil? How can we preserve the business environment by stabilizing expectations? How can we collaborate to upgrade the legal culture and academic environment in the field of law? These seem to be some of the challenges confronted by FGV when it created its law schools.

## SÃO PAULO LAW SCHOOL

To set up the São Paulo Law School in the early 2000s, to meet the need to renew law teaching and research in Brazil, a group of teachers was formed,



2009

Graduation of the first class of São paulo Law School. December 2009.

of professionals who had used heterodox teaching methodologies (such as case discussions and classroom problems), had international experience and, above all, were committed to the development of Brazilian society.

This is how the school became a benchmark at both national and international levels, as a globalized, groundbreaking and proactive institution. More recently, following the direction of the other spheres of FGV, São Paulo Law School has also been reinforcing its production as a think tank, through the Center for Applied Legal Research. All these ideas have been possible thanks to the enthusiasm and full support of FGV's president.

## THE FUTURE

Law is traditionally a very “parochial” area within the academic milieu. However, the changes caused by globalization and by the communications technology revolution are forcing this to change. We are watching a huge two-way internationalization process: on one hand, national laws are influenced by international law; and on the other, the laws of countries also impact the international system. The legal system has become cosmopolitan, and São Paulo Law School has anticipated this trend.

Every semester around a dozen or so foreign teachers attend the school, as well as 24 students from other countries. Our teachers and students also participate in this exchange, learning about other realities, and we look to attend forums on international law. It is no coincidence that we are members of the Law Schools Global League – a groundbreaking worldwide project intended to respond to the fresh challenges imposed by economic, financial and political globalization in the traditional teaching of law.

We are probably one of the schools that invest most in internationalization in Latin America, and our Master's program graduates are some of the most innovative in the world, according to the Financial Times ranking published in 2013. In this context, São Paulo Law School also has the ambition to be the portal through which those who want to know Brazil through its legal system have to pass.

## CHALLENGES

The challenges of FGV and of São Paulo Law School are similar to those that currently pressure the world's top learning and research institutions. Information technology bases have changed very quickly. To be a law

professional of excellence today requires a series of skills and know-how that demands very different training. In this sense, the classic classroom model – the teacher who had the monopoly of knowledge and speech – can no longer be the center of the learning process. Today the question is: how are the students involved? By using new tools, intensive participation, identifying problems, and forming teams to solve them.

This is our mission: facing up to and solving problems through law. Working in and for the São Paulo Law School is a tough challenge - a challenge that has encouraged a wonderful team of teachers, students and employees.



# TIMES OF CHANGE, TIMES OF OPPORTUNITY

MY CAREER AND THE BRAZILIAN  
SCHOOL OF PUBLIC & BUSINESS  
ADMINISTRATION (EBAPE)

Bianor Scelza Cavalcanti,  
director of the International  
Affairs Division (DINT)

**O**n February 25, 2014, the young man who in 1967 climbed the ramp of the Luiz Simões Lopes Building to sit the entrance exam for the Brazilian School of Public Administration (EBAP) now for the first time climbed the new escalator of that same building – which is annexed to the Oscar Niemeyer Tower, as a sign of new times.

I joined FGV in that crucial year of 1968 to study at EBAP – which was very important for me as a student, teacher and academic director because there I also held five terms of office as dean over a total of 18 years. At that time FGV was already renowned for its contribution to the country, as its administration schools were already established in both Rio de Janeiro and São Paulo and were already leading the field of academic-technical knowledge of administration on the continent.

EBAP was founded in 1952 to train people for Brazilian public administration and generate know-how in this area, which was consolidated over the years. In 1967, for example, the federal government administration was reformed under Decree-Law no. 200, which was drafted and put in place with the help of the school.

The school benefited from an agreement with the University of Southern California (USC). In this way, a generation of teachers studied for their Master's and PhD degrees in that institution, while North American teachers came here in the period prior to 1968 to formulate the model of a school that became EBAP, consolidating the experience of the 1950s upon new foundations and opening up prospects for post-graduation. In 2002, EBAP became EBAPE, to incorporate a School of Business Administration.

EBAPE was considered a multi-generation academic community, acting as a bridge between the teachers that had studied at USC and other universities and the younger members who joined later. And it was very important, for my own experience, to be involved with these two generations, partly because the older teachers were very generous in conveying to us their knowledge and experience. I also endeavored to maintain this when I was the school's dean. There was this concern to pass on knowledge and experience, which created a very special academic culture.

When I left my job as a director of the school, it had achieved first ranking in the Ministry of Education General Index of Courses, ahead of schools in all areas of knowledge. I feel it is safe for myself, my teaching colleagues, FGV directors who gave us tremendous support, and our undergraduate, Master's and doctorate students, to say how proud we are of this.

## TURNING POINT

With the 1992 fiscal crisis, FGV was forced to look for a new model under which to continue and expand, despite the success of the previous model. It was a tough transition period, under the presidency of Jorge Oscar de Mello Flores, successor to Luiz Simões Lopes, our founder. At that time I had been Administrative Director of FGV for two years.

The process of change to a new model became clearer and took shape in the administration of Professor Carlos Ivan Simonsen Leal in 2000, when it found ways for closer integration between the FGV schools in Rio, São Paulo and Brasília. It was also during this

administration when FGV effectively went to market, still committed to the production and quality of the so-called public assets and adopting a matrix organization structure in which the schools and institutes provide the bases of human resources, knowledge and degrees for running the executive learning system of the Institute for Educational Development (IDE) and technical assistance carried out by FGV Projects – both networking for FGV nationwide projection. In this period of transition I signed important partnerships in order to cross stormy seas, with Irapoan Cavalcanti, Clovis de Faro, Luiz Guilherme Schymura and Carlos Ivan Simonsen Leal himself.

New schools and courses were created later: undergraduate and post-graduate at CPDOC (today the School of Social Sciences), Rio de Janeiro Law School, São Paulo School of Economics (EESP), São Paulo Law School and the School of Applied Mathematics (EMAp).

We can say that the matrix model of FGV was a conscious design, not only consistent with what existed at that time, but also the most advanced in the theory of organizations. And thanks to it, FGV's transition period was very fruitful yet undertaken in a sensitive manner. Here is an example.

When FGV was working with continuing education in the sphere of the schools through MBAs, this was only possible on a restricted basis. When FGV needed to raise funds by providing its large-scale educational and consulting services, it was forced to develop a new organizational model and a new culture able to reconcile different kinds of large-scale activities to meet public demand for education and consulting services, which until then had gone unmet, across Brazil.

In this respect, the model proved successful, guaranteeing the academic excellence of undergraduate and stricto sensu post-graduate courses, attending a large number of lato sensu post-graduates – which to a large extent not only provided the necessary financial investments for the growth and consolidation of FGV on new foundations but also proved to be an economically and socially valuable contribution to the entire country when it prevented what can be called a managerial, business and administrative

collapse – which would have been catastrophic for Brazil.

The consensus for all this to be achieved was not easy, but thanks to the leadership of President Carlos Ivan Simonsen Leal it was possible to seize the opportunities arising from a period of obstacles.

## INTERNATIONALIZATION

In those 70 years FGV was reinvented, keeping its tradition and always seeking new ways of operating. And on an international level, FGV grew much stronger as a think tank, generating applied research that can feed into public policies and business strategies, and aligning them with social movements.

Today I occupy the position of Director of International Affairs. During this search for the new, I find that the very mappa mundi is in transition. And the International Affairs Division (DINT) advances, giving emphasis to fresh

President Getulio Vargas in his second term of government, and a member of the Brazilian delegation to the UN.

In the international area we play a leading institutional role in organizations important in the areas of administration and public policies, such as, for example, the International Association of Schools and Institutes of Administration (IASIA) and International Institute of Administrative Sciences (IIAS).

For 46 years I have lived for the 70-year old FGV and enthusiastically commemorate each decade of its legacy. Not only for what it has undergone, but for what it will become, built on solid foundations.



1981

Seminar “The DASP Experience” (EBAP).  
Speakers: Paulo Roberto de Mendonça Motta and Luiz Simões Lopes speaking. Rio de Janeiro, October 1981.

priorities, namely in Latin America and the Caribbean, working in cooperation with China (through support of the Brazilian Institute of Economics- IBRE), the Persian Gulf and Africa. We help FGV to expand its operating focus, once restricted to the more developed countries of North America and Europe, which we also continue to follow.

DINT is also resuming the program of creating a joint chair with the University of Southern California called “Guerreiro Ramos” – a distinguished sociologist in the area of Public Administration who was professor of EBAP and USC. Guerreiro Ramos was also advisor to

# “IF WE’RE THE BEST, WE MUST GET BETTER. WE MUST INNOVATE!”

*Yoshiaki Nakano, dean of São Paulo School of Economics (EESP)*

**T**he 70 years of FGV are in fact 70 years of success. Today this acronym, these three letters, represent a valuable national asset, thanks to the role that FGV has played since its founding – contributing not only to enhancing public and private administration in Brazil but also to forming elite teams, those that make all the difference to the country. And FGV has been doing its utmost since its creation to bring economic research, economic planning, and the introduction of economic rationality to the root of government decisions.

FGV schools and institutes are all centers of excellence in producing knowledge and ideas for Brazil’s development, which makes FGV renowned as one of the top world-class think tanks outside the USA, and number one in Central and South America. And it is not we who say it but international ranking agencies, namely the University of Pennsylvania.

We are so happy to celebrate its 70 years. FGV is living a time of growth and expansion of its activities – also outside Brazil –, while at the same time returning successfully to its historic origins, looking to improve the quality of public administration by generating ideas and training highly skilled professionals.

Today the São Paulo School of Economics also has reason to be happy. It was created a little over ten years ago precisely to help FGV achieve its higher mission – to train people to think and positively impact the future of our country, creating ideas and knowledge to help enhance the economic activities and policies of the public sector, and to improve the performance of the private sector. And the ratings from the government and labor market are recognition that we are somehow achieving those goals.

Nevertheless, I always recall a phrase I once heard from Dr. Luiz Simões Lopes – founder of FGV. “If we’re the best, we must get better. We must innovate.” And EESP is precisely on this track, by introducing new teaching methods based on problems and project development.

# CHANGE FOR PROGRESS

*Joaquim Falcão, dean of Rio de Janeiro Law School (DIREITO RIO)*

**F**ew Brazilian institutions remain for so long and have such continuity. It is not often that Brazil is ungrateful with its institutions: it creates many and modifies many but few last. In the 70 years of FGV, the most important thing to commemorate is its institutional continuity. It is able to overcome, withstand crises and market difficulties, move ahead and achieve success.

FGV is not an institution of abrupt changes, as can be seen from its administrations. We are in the third president’s term, and have staff (consisting of teachers, researchers and employees) with a high degree of stability, which is rare in Brazil’s cultural and scientific track record. This is the aspect I would like to praise with regard to those 70 years.

For continuity to be an institutional brand, we must be alert to the economic, market and political scenarios – which has been FGV’s key strategy in recent years. And it is in this context of change in order to progress that FGV’s law schools, schools of economics and applied mathematics were created, and that CPDOC was redesigned. Today, CPDOC is a part of the cultural heritage of Brazil, just as the indexes made by IBRE are part of its economic heritage. They are two good examples of how continual renewal secure an institution’s future.

The law school is a logical progression for FGV. Here Afonso Arinos was

director of the now extinct Institute of Public Law and Political Science, among other illustrious names; and even through its older schools, FGV was already running specialized law courses. At the same time we cannot consider Brazil without considering its legal institutions, or consider economics and administration without linking them to legislation and legal interpretation, and the Constitution.

Rio de Janeiro Law School, in addition to its educational and scientific objectives, had another organizational purpose: to provide the law researcher with working conditions – which had never been given to them in the vast majority of the 1,200 Brazilian law schools. In this way we are helping to give new dignity to the young who want to work in the teaching of law and in the area of legal research. We intend to build a new matrix, based not only on legal thinking, on how Brazil produces and applies its laws, but a groundbreaking, modern matrix organization.

Another feature of Rio de Janeiro Law School is its confessional nature. We confess that we are in favor of democracy. Law without democracy is not within our objectives. Law, democracy, freedom of expression and academic independence go together.



# SEEKING NEW CHALLENGES

Luiz Guilherme Schymura,  
director of the Brazilian Institute  
of Economics (IBRE)

In 1984, I joined FGV as a Master's student in Economics from the Brazilian School of Economics and Finance (EPGE) and continued in the school to study for my PhD. In 1989, I studied for my post-doctorate at the University of Pennsylvania. In 1990, I returned as a professor of EPGE. In 1997 I was director of FGV Consulting and five years later president of Anatel. In 2004, I took over the running of the Brazilian Institute of Economics (IBRE). In other words: by 2014, I had been an IBRE director for ten years and spent 30 years in FGV, having accompanied the different phases of the institution.

The Brazilian Institute of Economics (IBRE) was created in 1951 and its origins go back to the end of World War II, when the widespread concern among countries was to adopt planning policies and ways to manage the economy on a global scale. The Bretton Woods meeting (when the International Monetary Fund and the World Bank were created) was attended by Eugenio Gudín, Octavio Bulhões and Roberto Campos – responsible for creating the Institute, which also included Alexandre Kafka, Mario Henrique Simonsen, Julian Chacel and other top FGV names, and for the Brazilian economic studies in its divisions.

In its early days, Gudín was president of IBRE, which had four sectors of studies and preparation of statistics: one for price index surveys, one for calculating national accounts, the Center of Tax Studies and the Center of Agricultural

Studies, while the Center of Industrial Studies was created later.

In 1985 the Institute suffered a major blow: the national accounts, which had been our responsibility, were moved to the Brazilian Institute of Geography and Statistics (IBGE). At that time FGV also began to lose revenue, and perhaps we were the part of FGV that felt the greatest impact and found it hard to assimilate – although we know that in practically every country in the world national accounts, such as the GDP, are calculated by public institutions. The fact is that, with the reversal, there was the possibility that IBRE might flex new “muscles”. And then I was invited by president Carlos Ivan Simonsen Leal to confront this challenge, to help IBRE regain its strength.

Our first action after taking over the Institute was to publish a book to mark the history of IBRE: "Memories of IBRE: testimonies to CPDOC", which includes testimonies of key professionals not only for our track record but also for the country. The idea was to make it a starting point since even with all the prestige achieved so far it was from that point that we would build a different story.

We decided to begin by reinforcing our price indexes and economic indicators since we were aware of their credibility; after all, it is extremely hard “to manipulate” an index made by an independent institution. And I insist on stressing that this credibility has been consolidated throughout IBRE's existence. I even recall an interesting case in which we were approached by Argentine institutes to produce a price index that would give the perception of that country's inflation performance.

However, we were faced with a political problem that clearly illustrates the concept of credibility: since it was a time of institutional crisis in Argentina – the official inflation index was being “camouflaged” by the government –, it could appear that the price indexes we would produce would be a sort of “opposition movement” against the government. And so we decided not to take this risk of tarnishing our reputation.

We invested in the chain of qualitative indexes and business cycles (such as the

confidence of industry, commerce, etc.), which anticipate the movements of the economy, and we are a member of the Centre for International Research on Economic Tendency Surveys (CIRET) – an international forum of economists and institutions that further the exchange of operational and theoretical knowledge of the research of economic cycles, in which we always submit papers. This is a must for every country: to foresee the tendencies of the economy. And we are already creating our own indexes and methodologies, which justifies our participation in this group.

IBRE itself is an area of discussion on applied economics involving many researchers and countries. We encourage diverse interpretations of the economy, and would like everyone to participate and share their knowledge and views. Our idea is to establish it as a forum of discussion on economic policy and major reflections for the country, and for no one to feel embarrassed by defending a certain line of thought. In this way, we would like to increase our media impact and be closer to whoever, in fact, produces the public policies, supplying a foundation and technical support for decision-making.

We now provide excellent services for the public and private sectors thanks to our know-how with regard to calculating price indexes. We provide support to public bids for school material, meals, road concessions, and jobs in the transportation infrastructure sector. We have a variety of publications, namely the Conjuntura Econômica magazine and its English version, The Brazilian Economy, the Macro Newsletter [Boletim Macro], and reports, articles, methodologies and technical notes that analyze different aspects of the economy. We also strive to meet other objectives and pursue new challenges.

We always refine our indexes of confidence through contact with the different sectors of the economy and by perfecting our statistics, and we can say that today they are one of our top – and most promising – products. The ideal scenario is that they anticipate the economy so that a disclosure by IBGE, for example, does not surprise the market. And we are fighting for these indicators to be even better. Our intention is to provide an information

base that helps predict how the economy will behave.

It is worth remembering that we contributed to the creation and calculation of the indicators but they do not belong to us. We feel we own nothing; we are fast, flexible and innovative. Contrary to what many may think, we don't have a relationship of dispute with IBGE but rather the opposite. Our goal is to spread knowledge. We help to innovate and to develop the country.

Brazil is on the move, but few are able to understand this. The inflationary process had a very negative impact but it is over. We are 20 years into the Real Plan. Things change, expectations increase – and with that, the perception that it is also important for people to change. Sometimes it is inflation, other times employment. All this has inherent dynamism. A country is like a large condominium. And the new generation has Internet, mobile phones and so on, so of course expectations are different. There is a constant quest for the new, and for more.

On this issue, the June 2013 demonstrations in Brazil were a surprise, with no clear agenda. In Spain we identified the dissatisfaction as a result of unemployment. In Chile, it was due to education. In Eastern Europe, it was against bureaucracy. And in Brazil? Wasn't everyone employed, weren't wages increasing? They were, but there is a very strong component of indignation. People buy cars but are unable go places because of the traffic jams; in other situations the citizens feel a lack of respect and don't know who to turn to. There are multiple complaints and demands.

And FGV, when endeavoring to understand these and other events, ends up playing a key role in helping to solve the most pressing matters of our country.

$H_0: \mu_1 = \mu_2$   
 $\sigma_1^2, \sigma_2^2 \neq 0$   

$$\left| \frac{(\bar{X} - \bar{Y}) - m}{\sqrt{\frac{\sigma_1^2}{n_1} + \frac{\sigma_2^2}{n_2}}} \right| \geq z$$
  
 $\sigma_1^2 = \sigma_2^2$   

$$\left| \frac{(\bar{X} - \bar{Y}) - m}{S_w \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}} \right| \geq t_{\frac{\alpha}{2}}$$
  
 $\sigma_1^2 / \sigma_2^2$   
 $H_0: \sigma_1^2 / \sigma_2^2 = 1$   
 $(H_1 \neq 1) \quad S_1^2 / S_2^2 < F$

## INDEXES AND SURVEYS



YEARS

**COMMITTING TO  
ACCURACY AND  
EFFICIENCY**

In Economics, the work of FGV began as early as 1946, when a group of specialists headed by Professor Eugenio Gudín began to meet to discuss Brazilian economic matters. The following year, the Brazilian Economic Review (Revista Brasileira de Economia - RBE) and The Brazilian Economy magazine (Revista Conjuntura Econômica) were launched, and continue to be published today. At the same time, the group devoted its time to research and compiling statistics, and was the first to calculate the Brazilian GDP.

This group of FGV economists was consolidated and in 1951 gave rise to the Brazilian Institute of Economics (IBRE). Presided over by Eugenio Gudín, IBRE first had four sectors of studies and of compiling statistics: reporting on price indexes, calculating national accounts, the Center of Fiscal Studies and the Center of Agricultural Studies, with the later creation of the Center of Industrial Studies.

Today, the Institute analyzes the prices collected from the partner companies and transforms them into very relevant dynamic information for monitoring Brazilian inflation, with national and international repercussions. IBRE has also been producing the surveys since 1966 – including the monthly application of more than 7,500 questionnaires to companies and consumers and their answers, added to monthly indicators, show the confidence of the consumer and various sectors about the Brazilian economy.

**IGP-10, IGP-DI AND IGP-M INDEXES**

These disclose the results of the General Price Index (IGP), a macroeconomic indicator representing the price-level performance, which deflates monetary values and is used as a reference to restate prices and contractual values. The IGP has three versions with a chain collection of prices, which gives the indicator a ten-day accompaniment of inflation to the producer, consumer and civil construction.

The collection periods for IGP versions in the month are: IGP-10 (11 - 10), IGP-M (21 - 20) and IGP-DI (1 -c 30). The IGP-DI is the debt indexer of the states with the central government and the IGP-M restates, jointly with other parameters, electricity supply contracts.

**INCC-M**

Designed to gauge the performance of housing construction costs, the National Index of Construction Cost (INCC) was set up as the first official index of civil construction cost in the country. It was published for the first time in 1950, but its historic series goes back to January 1944. The press releases are distributed monthly.

**IPC-S AND IPC-S CAPITALS**

The Weekly Consumer Price Index (IPC-S) is part of the FGV consumer price index consumer system, which includes: IPC-DI, IPC-M, IPC-10, IPC-3i and IPC-C1. Although the collection is weekly, the calculation of variation charges takes into account the average of the prices collected in the last four weeks until the closure date. The interval between the end of the collection and its release is one day, so it is one of the shortest even by international standards. The geographic range of the index includes the following Brazilian state capitals: Recife, Salvador, Rio de Janeiro, São Paulo, Belo Horizonte, Brasília and Porto Alegre.

**IPC-3I**

This IPC version was developed based on the Household Budget Study (POF), run by FGV/IBRE in the biennial 2002/2003, and examines the household budget consisting mainly of individuals over 60 years old. Using this IPC version it is possible to see how the price variation for goods and services affects the cost of living of a growing portion of the Brazilian population.

**IPC-C1**

Based on the data collected by the last FGV household budget study in the two-year period 2002/2003, this calculates the IPC relating to families with a monthly income of between 1 and 2.5 times the minimum wage.

The importance of the index, calculated retroactively since 2004, is to detect gaps between the inflation rate measured for the overall population and that referring to households with the lowest purchasing power.

**MANUFACTURING INDUSTRY SURVEY**

This is a qualitative statistical survey that provides indications each month on the general status of the industrial sector in Brazil and its trends. In this way, it can be a guide when taking decisions on business and economic policy.

**CONSUMER SURVEY**

Undertaken every month by the Brazilian Institute of Economics. Monitoring the consumer’s feeling helps to show signs of their decisions on spending and future savings, forming relevant indicators to predict economic trends.

**LATIN AMERICAN SURVEY**

The Latin American Economic Survey is a quarterly study to monitor and predict economic trends.

The study, based on information provided by economic experts, is applied using the same methodology at the same time in all countries of the region. This method helps build an efficient comprehensive portrait of the economic situation of countries and economic blocs.

**INVESTMENTS SURVEY**

The Investments Survey is a statistical survey that provides quarterly reports on the direction of productive investments in the industrial sector. The study was created in 1998 as a quarterly Special Supplement for the Transformation Industry Survey and became independent in 2007. Sectors covered by the Investments Survey include non-metal mineral goods, metallurgy, mechanics, electrical and communication material, transportation material, and timber.

**SERVICES SURVEY**

The Service Sector Survey is the first nationwide study to systematically gather information on this segment, which has a 60% share of the national GDP. Every month the Services Survey produces a set of indicators that informs the short-term trends and general status of the sector’s companies, important guidelines for taking corporate and economic political decisions.

**COMMERCE SURVEY**

Every month the Commerce Survey produces information used in monitoring and predicting economic trends. The study, created in accordance with best international practices, intends to be a benchmark as a coincident and leading indicator of the level of activity and business expectations in the sector.

**CONSTRUCTION SURVEY**

The Construction Survey is a study that produces a monthly set of information used to monitor and predict economic trends in the sector. The basic questionnaire of the survey consists of 11 questions referring solely to the company’s economic activity, covering such topics as level of demand, manpower absorption, access to credit and general business situation.

**LABOR MARKET INDICATORS**

The Unemployment Coincident Indicator (ICD) and the Employment Leading Indicator (IAEmp) were launched in 2012 and are published monthly. The former is designed to monitor the contemporary performance of the unemployment rate in Brazil (PME, IBGE), based on data taken from the surveys of the Brazilian Institute of Economics. The latter however is designed to predict movements of the labor market in Brazil based on information taken from IBRE surveys. IACE and ICCE

IBRE, in partnership with The Conference Board (TCB), produces a monthly indicator designed to predict the direction of the Brazilian economy in the short term: the Economic Composite Leading Indicator (IACE). The indicator allows a direct comparison of the economic cycles of Brazil with those of 11 other countries and regions already covered by the TCB: Australia, China, Euro Zone, France, Germany, Japan, Korea, Mexico, Spain, the UK, and the USA.

Complementary to IACE, FGV/IBRE and The Conference Board coordinate the Composite Leading Indicators for Economics (ICCE), which measures the current economic conditions and intensity of economic activity on a monthly basis.





## **FGV IN NUMBERS**

**5**

The background is a photograph of Rio de Janeiro, Brazil, featuring a dense urban landscape with numerous high-rise buildings and a lush, green hillside. A large, semi-transparent orange '20' is superimposed over the image, with the number '2' on the left and the number '0' on the right. The text 'YEARS' is written in a white, thin, sans-serif font across the middle of the '2'.

YEARS

**REACHING  
OUR GOALS**



IN 2013

389

MASTER'S DISSERTATIONS APPROVED

135,900

CONTINUING EDUCATION STUDENTS

69

PHD THESES APPROVED

148

INTERNATIONAL AGREEMENTS  
OF ACADEMIC, SCIENTIFIC AND  
TECHNICAL COOPERATION

3,296

UNDERGRADUATE STUDENTS

252

STUDIES AND RESEARCH

609

GRADUATE STUDENTS

314

TECHNICAL ADVISORY PROJECTS

1,193

MASTER'S STUDENTS

426,300

BOOKS IN CIRCULATION

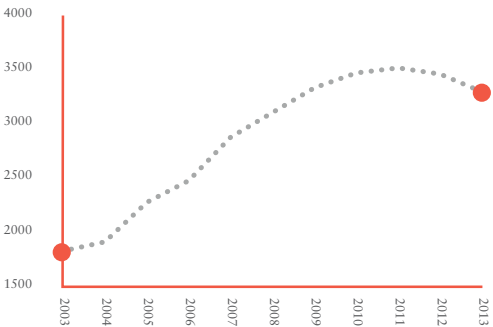
395

PHD STUDENTS

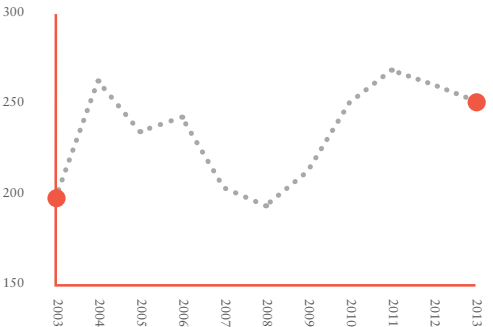
493

TITLES PUBLISHED (BOOKS AND  
E-BOOKS)

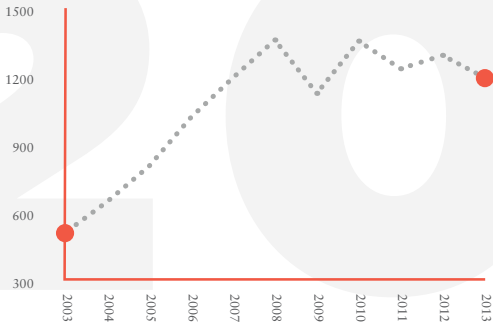
TRACK RECORD (2003-2013)



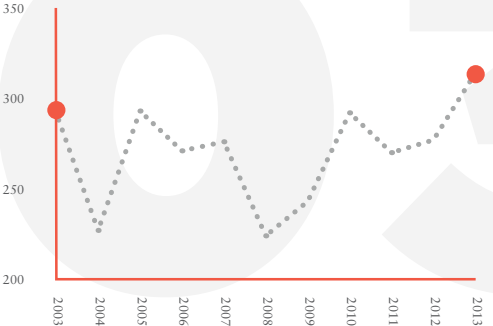
UNDERGRADUATES



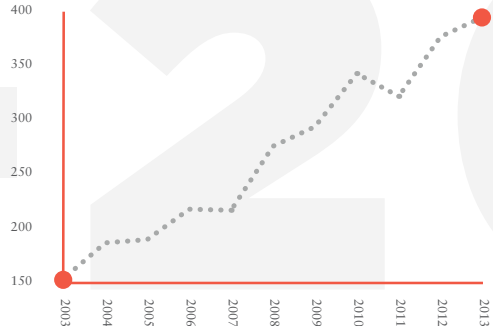
STUDIES AND RESEARCH



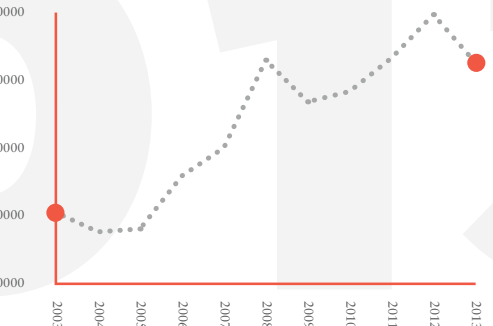
MASTER'S STUDENTS



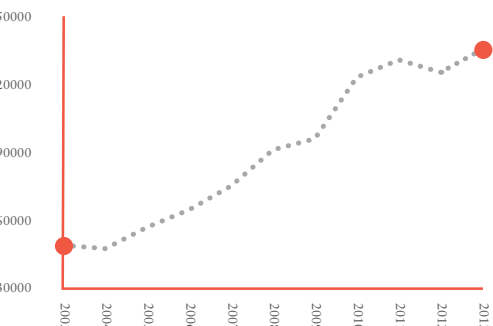
TECHNICAL ADVISORY PROJECTS



PHD STUDENTS



BOOKS IN CIRCULATION



CONTINUING EDUCATION STUDENTS

# INTERNATIONAL PARTNER INSTITUTIONS OF FGV IN 2013





# INTERNATIONAL PARTNER INSTITUTIONS OF FGV IN 2013

## **SOUTH AFRICA**

University of Stellenbosch

## **GERMANY**

Albert Ludwigs Universität Freiburg  
European Business School  
Law Faculty of the Westfälische  
Wilhelms-Universität (Münster  
University)  
Pforzheim University  
Techinal University Hamburg

## **ANGOLA**

ISPAN  
Agostinho Neto University

## **ARGENTINA**

Executive Office of the Cabinet of  
Ministers of the Republic of Argentina  
National Auditing Office  
Austral University  
University of San Andrés  
National University of Quilmes  
National University of La Plata

## **AUSTRIA**

Vienna University of Economics and  
Business  
IMC Krems

## **CAPE VERDE**

University of Cape Verde

## **CANADA**

Embassy of Canada  
International Development Research  
Centre  
McGill University

## **CHILE**

University of Art & Social Sciences  
(ARCIS)

## **CHINA**

China University of Political Science  
and Law  
Institute for Brazil-China Studies  
(IBRACH)  
The Chinese University of Hong Kong

## **COLOMBIA**

Externado University of Colombia  
Los Andes University  
Ministry of Foreign Affairs of  
Colombia

## **DENMARK**

Copenhagen Business School

## **ECUADOR**

Simon Bolivar Andean University

## **FRANCE**

Audencia Nantes School of  
Management  
ESCP-EAP European School of  
Management - Paris  
ESC Rennes School of Business  
ESCEM School of Business and  
Management - Tours  
ESIEE Paris  
ESSEC Business School  
European School of Management –  
ESCP-EAP  
HEC Paris  
HEC School of Management  
Grenoble Institute of Political Studies  
(IEP)  
Sciences Po Lille – Paris  
Paris Dauphine University  
Sorbonne University  
University Paris 1 Pantheon-Sorbonne  
University of Strasbourg  
ESC Rennes School of Business  
EDHEC Business School  
EDC Paris Business School

## **HOLLAND**

Tilburg University  
University of Amsterdam  
Tilburg School of Economics and  
Management

## **INDIA**

Institute of Public Enterprise  
Confederation of Indian Industry - CII  
Indian Council of Cultural Relations  
(ICCR)  
Indian Institute of Management  
Calcutta

## **INDONESIA**

ASEAN Foundation

## **ISRAEL**

IDC—Herzliya Radzyner School of  
Law

## **ITALY**

European University Institute  
Italian National Institute of Statistics -  
ISTAT  
Bocconi University  
Università Degli Studi di Roma  
IED-Brazil - Istituto Europeo di Design

## **KOREA**

Ministry of Foreign Affairs and Trade,  
Republic of Korea - MOFAT

## **MEXICO**

El Colegio de México  
Monterrey Institute of Technology and  
Higher Education

## **NORWAY**

BI Norwegian School of Management

## **PERU**

University of the Pacific  
ESAN Graduate School of Business

## **PORTUGAL**

INDEG-IUL – ISCTE Executive  
Education  
Catholic University of Portugal  
University of Coimbra  
New University of Lisbon  
Technical University of Lisbon

## **SINGAPORE**

National University of Singapore

## **SPAIN**

ESADE Business School  
EAE Business School  
Pompeu Fabra University - UPF  
IE Business School  
Catalonia Foundation

## **SWITZERLAND**

School of Management and Law of the  
Zurich University of Applied Sciences  
Swiss Federal Institute of Technology -  
KOF Swiss Economic Institute

## **UK**

London Business School  
University of Lancaster  
The University of Manchester  
The University of Nottingham  
Regent's College London

## **USA**

ABCI Institute  
American University  
Duke University  
Emory University  
Harvard Law School  
New York University  
Northwestern School of Law  
Ohio University  
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  
University of Miami  
University of Miami School of Law  
University of Tampa  
University of Texas at Austin  
University of Houston Law Center  
University of Minnesota  
University of Chicago  
Cornell University - Johnson School



**OPENING SESSION OF EPGE'S 1964  
COURSES. PROFESSOR NEY COE DE  
OLIVEIRA SPEAKING. RIO DE JANEIRO.**

**EXCELLENCE**





YEARS

**PROMOTING  
KNOWLEDGE**

# BRAZILIAN SCHOOL OF ECONOMICS AND FINANCE EPGE

**DEAN**  
*Rubens Penha Cysne*

Since its foundation in 1961, FGV/EPGE – the Brazilian School of Economics and Finance – has trained the elite of economists in Brazil. Its students – from the undergraduate, academic Master’s, PhD and the professional Master’s in finance and business economics courses – contribute in both the public and private sector to drafting economic policies to further Brazil’s development.

In order to understand and solve today’s economic problems, EPGE encourages its teachers and students to devote their time to research, publishing and presenting their papers in the top scientific journals and economic study centers. The school also runs partnerships and exchange programs with the most traditional international institutions and publishes the Brazilian Economic Review (RBE) – the oldest and most respected academic journal on economics in Brazil.

Since the start of 2011, the International Ranking of the Tilburg University Economics Departments has ranked EPGE as the best school of economics in Latin America. Moreover, EPGE has the highest number of first places in the General Index of Courses of the Ministry of Education (IGC/MEC), from more than 2,000 Brazilian higher education institutions.

ORGANIZES 49 SEMINARS, 42 OF THEM RUN BY  
PROFESSORS OF INTERNATIONAL DEPARTMENTS

49

HOLDS THE 3<sup>RD</sup> GLOBAL  
CONFERENCE ON BUSINESS CYCLES  
IN PARTNERSHIP WITH VALE

THE WINNERS OF THE NOBEL PRIZE  
FOR ECONOMICS EDWARD PRESCOTT,  
CHRISTOPHER SIMS, ROBERT LUCAS,  
ROBERT ENGLE AND JAMES HECKMAN  
VISITED THE SCHOOL

HOLDS THE 3RD LATIN AMERICAN  
ADVANCED PROGRAM ON RETHINKING  
MACRO AND DEVELOPMENT ECONOMICS  
(LAPORDE), WITH PARTICIPATION OF  
RESEARCHERS FROM THE UNIVERSITIES  
OF CAMBRIDGE, COLUMBIA AND  
MISSOURI

PROFESSOR ELIANA ANASTACIA CARDOSO  
IS AWARDED THE ECONOMIST OF THE YEAR  
PRIZE — EXCELLENCE IN ECONOMICS 2013, BY  
THE ORDER OF ECONOMISTS OF BRAZIL

1st

FIRST RANKING OF ALL THE BRAZILIAN  
SCHOOLS RATED IN THE MINISTRY  
OF EDUCATION GENERAL INDEX OF  
COURSES (IGC/MEC)

# SÃO PAULO SCHOOL OF ECONOMICS EESP

**DEAN**  
*Yoshiaki Nakano*

**S**ão Paulo School of Economics, with ethics and social responsibility at the forefront, was created in 2004 to contribute to the country's development by getting to know the Brazilian reality and strengthening national identity. The school offers undergraduate, academic Master's, PhD, post-doctorate and professional Master's courses in economics in the fields of quantitative finance, financial macroeconomics, social policies and agribusiness, and its teaching staff have professional, research and teaching experience in the public and private sectors.

EESP also looks to encourage research through its ten study centers, in areas of applied microeconomics, macroeconomics, agribusiness, global trade and investment, finance and market design.

It also has partnerships with world-class schools of economics, finance and business, such as, for example, LSE, Sciences Po and Yale.

Moreover, the school was considered the best higher education institution in Brazil according to the General Index of Courses (IGC) of the Ministry of Education (MEC) in 2012 (announced at the end of 2013).



# BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION EBAPE

## DEAN

Flavio Vasconcelos

**E**BAPE, the first school of Public Administration in Brazil and Latin America, was founded on April 15, 1952, in the city of Rio de Janeiro. Since then, it has been responsible for the production and dissemination of knowledge, encouraging research and training skilled professionals to work in the public and private sectors and in academics.

The school offers undergraduate (DL and classroom), Master's and PhD courses that make all the difference to the careers of its trained professionals since these courses are structured according to market trends and the requirements of the globalized world. It has also signed partnerships with top foreign business schools, giving the Brazilian public the opportunity to join international programs of excellence. These are: IMM – International Masters of Management; CIM - Corporate International Master's; and IMPM - International Master's Program in Practicing Management.

EBAPE also has partnerships with 60 business schools worldwide, among them the Bocconi University, European School of Management – ESCP Europe, Sciences Po, Cornell University and Emory University. Its exchange programs enrich student learning and reinforce its world ranking of excellence in administration teaching and research. EBAPE is one of the 10 top higher education institutions in Brazil and the school holds a top ranking in administration in Rio de Janeiro, with maximum rating in the ranking of the Ministry of Education General Index of Courses (IGC/MEC) in 2012.

BEST ADMINISTRATION INSTITUTION  
IN BRAZIL AND 5TH RANKING IN THE  
GENERAL INDEX OF COURSES (IGC/MEC)

SET UP PARTNERSHIPS WITH THE  
UNIVERSITY OF CAPE TOWN, PURDUE  
UNIVERSITY, CEU BUSINESS SCHOOL AND  
UNIVERSITY OF SOUTH CAROLINA

AWARDED THE INTERNATIONAL ACCREDITATIONS:  
EUROPEAN FOUNDATION FOR MANAGEMENT  
DEVELOPMENT (EFMD); EUROPEAN QUALITY  
IMPROVEMENT SYSTEM (EQUIS-EFMD) FOR THE  
SCHOOL, AND TECHNOLOGY-ENHANCED LEARNING  
ACCREDITATION (CEL-EFMD) FOR THE COURSE ON  
MANAGEMENT PROCESSES (DL)

THE FINANCIAL TIMES RANKING  
CONSIDERS THE ONEMBA THE BEST  
EXECUTIVE MBA IN LATIN AMERICA

HOSTED THE 8TH IBERO-AMERICAN ACADEMY  
CONFERENCE — WORLD IN TRANSITION:  
BUSINESS, MULTICULTURALISM AND SOCIETY

1st

EAESP MASTER'S AND PHD STUDENTS  
PREPARED THE FGV ADMISSION EXAM  
COURSE FOR PUBLIC SCHOOL STUDENTS

# SÃO PAULO SCHOOL OF BUSINESS ADMINISTRATION EAESP

DEAN

*Maria Tereza Leme Fleury*

This was the first School of Business Administration founded in Latin America and since 1954 has maintained a long tradition of training leaders in the fields of academics, business and government. It stands out as one of the top business schools in Brazil and Latin America and one of the few in the world to obtain the triple international teaching quality accreditation, which includes recognition of the following specialized agencies: AACSB, EFMD and AMBA.

The school has a reputation as one of the most prestigious academic centers in business and public administration, for its ongoing development of research and groundbreaking studies, and as a forerunner in applied knowledge, disseminated in publications and projects carried out in its various research centers.

These are: the Centers for Studies in Entrepreneurship and New Business (GVcenn), Government and Public Administration (CEAPG), Microfinance

(GVcemf), Public Sector Politics and Economics (CEPESP), Finance (GVcef), Health Planning and Management (GVsaúde), Private Equity (CEPE), Sustainability (GVces), Logistics and Supply Chain (GVcelog), Excellence in Retail (GVcev), Applied Information Technology (GVcia), Innovation Forum, International Business Research Forum, Finance Institute, Center for Organizational and People Studies, and the Center for Communications and Digital Media Marketing.

The school offers a degree in business and public administration, an academic Master's, PhD and courses in executive education in accordance with the student's professional status: MPGI and MBM for young professionals, CEAG and CEAHs for those who graduated more than three years previously, MPA for executives with relevant professional expertise in managerial positions, MPGPP for professionals working in government, non-government public organizations, or in close interaction

with the sector, and OneMBA for executives with seven or more years of professional experience.

EAESP is Brazil's most internationalized school of administration in terms of agreements, alliances, student and teacher mobility, double diplomas and research, covering more than 90 international partnerships. All those factors place EAESP in a privileged situation in national and international assessments and rankings.

In 2013, the OneMBA was the only executive MBA in Brazil of the world's top 100, according to the Executive MBA Ranking, run by the Financial Times. EAESP's program is ranked 27th, ahead of universities such as Columbia and Cornell, and is the only one in the top 60 rankings linked to a Latin American institution.

# RIO DE JANEIRO LAW SCHOOL

## DIREITO RIO

**DEAN**  
*Joaquim Falcão*

**R**io de Janeiro Law School was created in 2002 to offer the country a new legal education model capable of training leaders to think about Brazil in the long term. Today, the school is the country's benchmark in public legal careers and business law.

The school began with the challenging task of fostering innovation in learning, research, teaching, content, curriculum and assessments. To achieve this, action was taken on many different fronts: undergraduate study, post-graduate work, continuing education courses, through the work of its four research centers (Center of Justice and Society, Center of Technology and Society, Center of Research in Law and Economics, and Center of Law and Environment) and the country's first academic Master's degree in regulatory law, launched in 2013 and with the first class already in progress.

Through the research centers, teachers and students work jointly on studies

addressing different theoretical and empirical aspects of the legal phenomenon – a production resulting in a large quantity of books published by the school and articles published by national and international academic journals.

In terms of internationalization, Rio de Janeiro Law School offers exchange programs for students and professors at 30 reputable foreign universities – namely Harvard Law School and Paris-Dauphine University -, as well as seminars given by international speakers, and summer courses. The school also has its own virtual library and a series of publications with a multidisciplinary approach to law, namely the Revista de Direito Administrativo (Administrative Law Review) and the Novas Ideias em Direito (New Ideas in Law) series.

Rio de Janeiro Law School also contributes with thematic centers of legal work to help undergraduate students work on complex matters,

under teacher supervision. The school is also in partnership with the press, as in the "Mensalão" trial – in which Rio de Janeiro Law School played a key role in translating the legal terms of the lawyers and Ministers of the Supreme Court and in analyzing the sessions. The school believes that the major objective of this partnership between academia and the press is democratic participation.

SENT 20 STUDENTS TO 13 LEARNING INSTITUTIONS ABROAD, FOR EXAMPLE, HARVARD UNIVERSITY, SCIENCES-PO PARIS AND UNIVERSITY OF COIMBRA; AND WELCOMED 15 STUDENTS FROM 11 DIFFERENT INSTITUTIONS, SUCH AS THE CATHOLIC UNIVERSITY OF PORTUGAL AND HARVARD

A PARTNERSHIP WITH BENFEITORIA CROWDFUNDING PLATFORM FOR CONDUCTING FEASIBILITY STUDIES OF THE PROPOSED INNOVATIVE SOLUTIONS FOR THE CITY OF RIO DE JANEIRO

ORGANIZED THE CONFERENCE ON CORPORATE GOVERNANCE AND INTELLECTUAL PROPERTY IN CONJUNCTION WITH THE UNIVERSITIES OF VANDERBILT AND TILBURG, AND DUISENBERG SCHOOL OF FINANCE

20



CREATED THE LAW TEACHING  
OBSERVATORY PROJECT TO COMBINE,  
SYSTEMIZE AND DISSEMINATE DATA ON  
BRAZILIAN LEGAL EDUCATION

THE SCHOOL'S MASTER'S PROGRAM IS  
CONSIDERED ONE OF THE WORLD'S MOST  
INNOVATIVE IN THE FINANCIAL TIMES  
RANKING

1st

WAS CHOSEN TO TAKE OVER THE  
PRESIDENCY OF THE LAW SCHOOLS  
GLOBAL LEAGUE FOR THE TWO-YEAR  
PERIOD 2013-2015 DURING THE GROUP'S  
THIRD CONFERENCE

# SÃO PAULO LAW SCHOOL DIREITO SP

**DEAN**

*Oscar Vilhena Vieira*

São Paulo Law School was created to form a new generation of jurists that are able to meet the challenging demands of contemporary society. This is why it invests in an innovative teaching project that prepares its students to work in the public and private spheres through ongoing dialogue with other fields of knowledge, so that they can positively and strongly influence Brazilian development.

The school offers undergraduate and academic Master's programs and 12 lato sensu post-graduate courses in business and tax law, and intellectual property, for example. And São Paulo Law School is also the first professional LLM in Brazil, with research lines in business law and tax law. Furthermore, in 2013 São Paulo Law School was the only Latin American institution to be included in the Financial Times ranking of the most innovative Master's courses in the world.

São Paulo Law School also offers academic exchanges and programs that prepare the students and lawyers for international work. The school runs the Global Law Program and is a member of the Law Schools Global League, some members of which are the world's most influential law schools. Another outstanding feature of the school is its Center for Applied Legal Research, which conducts studies and public proposals for strengthening the Brazilian Democratic State of Law.

Finally, the São Paulo Law School Review (Revista DIREITO GV) is the only Brazilian legal publication in the Scientific Electronic Library Online (SciELO).

# SCHOOL OF SOCIAL SCIENCES CPDOC

**DEAN**  
*Celso Castro*

**F**GV/CPDOC School of Social Sciences was created in 1973, and during its first 40 years became a major center of research and teaching, with a focus on social sciences and contemporary history. It is one of the forerunners in preserving private files of public personalities, whose records tell the cultural, economic, and political history of Brazil and the course of the country's international relations with other world nations. CPDOC is also a pioneer in democratizing access via Internet to the contents of its historical collection.

CPDOC offers a degree in social sciences and in history, plus post-graduate programs: Academic Master's and PhD in history, politics and cultural assets, and the Professional Master's in cultural assets and social projects; it also offers specialized courses and an MBA in international relations, cultural management and production, documentary cinema and cultural assets – culture, economics and management.

The school, through its Center for International Relations, also offers students in all FGV undergraduate courses in Rio de Janeiro or São Paulo supplementary training in international relations. The students can also enjoy cooperation agreements with more than 15 international research and higher education institutes in the USA and Europe.

CPDOC also has an applied social research center, FGV Opinion, and Audiovisual and Documentary Center – both outstanding for the learning and research conducted by the school.

According to the Ministry of Education General Index of Courses (IGC/MEC) 2012, FGV's School of Social Sciences is ranked seventh among all higher education institutions in Brazil.

ON ITS 40TH ANNIVERSARY, IT BECAME  
THE FGV SCHOOL OF SOCIAL SCIENCES

HAS BEGUN THE GLOBAL NORM EVOLUTION  
AND RESPONSIBILITY TO PROTECT PROJECT — A  
PARTNERSHIP WITH THE GLOBAL PUBLIC POLICY  
INSTITUTE (GPPI), FUNDED BY THE VOLKSWAGEN  
FOUNDATION

40

HELD EUROPE DAY IN PARTNERSHIP WITH  
THE KONRAD ADENAUER FOUNDATION  
AND NATO DEFENSE COLLEGE

DEVELOPED THE FGV CLOUD PROJECTS,  
“ALTERNATIVES FOR LARGE-SCALE  
MATHEMATICALLY BASED DISCIPLINE  
LEARNING” AND “MANAGEMENT OF  
ELECTRICITY PRODUCTION IN BRAZIL”

HOSTED ISKO 2013, THE INTERNATIONAL  
SOCIETY FOR KNOWLEDGE ORGANIZATION,  
4TH WORKSHOP ON INTERACTIVE  
VISUALIZATION, I SYMPOSIUM ON BIG DATA  
AND PUBLIC HEALTH AND THE WORKSHOP  
RESEARCH IN OPTIMIZATION AND STATISTICS

PARTNERSHIPS WITH LEARNING AND  
BUSINESS INSTITUTIONS, NAMELY FIOCRUZ,  
PETROBRAS, FAPERJ, UFMG, UFF, UFMA,  
PUC-RJ, IMPA, COPPE, BERKELEY, SRI,  
MICROSOFT RESEARCH AND CEPEL

# SCHOOL OF APPLIED MATHEMATICS EMAp

## DEAN

*Maria Izabel Camacho*

**E**MAp is aware of the growing demand in the labor market for professionals who can use increasingly sophisticated mathematical techniques and computer models. It prepares its graduates to work in strategic sectors of public and private organizations as well as to build their capacity for academic studies and consulting projects.

The teaching staff at FGV's School of Applied Mathematics have diversified training backgrounds in mathematics, engineering, computer sciences, biology and other areas – a range that is very enriching and relevant with regard to the versatility of contexts and applications.

The professional trained by EMap is able to apply mathematical, informational and computer techniques to a wide variety of work, for example, the financial market, fighting crime, charting socioeconomic trends, and understanding the spread dynamics of infectious-contagious diseases, collaborating with public and private organizations in their environmental monitoring sectors, scenario analysis, strategic planning and risk management.

The school's research and cooperation projects include the development of human mobility models based on mobile phone data, real-time warning systems on the risk of dengue fever, ongoing collection and analysis of national media, digitization and 3D printing of art objects, as well as tools for simulating and estimating stochastic equations to be applied in neuroscience and bioinformatics technology. In recent years, cooperation agreements have also been set up with the Rio de Janeiro and São Paulo courts of law.

The school also offers the Academic Master's in Information mathematic modeling, with an emphasis on modeling and simulating complex systems, knowledge and ontology representation, and information extraction, processing and visualization.



# INSTITUTE FOR EDUCATIONAL DEVELOPMENT IDE

## DIRECTOR

*Rubens Mario Alberto Wachholz*

### FGV EXECUTIVE EDUCATION

With an eye on specific professional and business requirements, FGV, relying on the structure of its Institute for Educational Development (IDE), runs executive education programs that combine the excellence and tradition of FGV's schools, institutes and centers with market-driven innovation and practical insight in classroom and distance learning modalities, in open or customized business courses.

### CLASSROOM EXECUTIVE EDUCATION - MANAGEMENT NETWORK

The classroom executive education courses address the contents developed by FGV for use in all regions in Brazil, through three centers — Rio de Janeiro, São Paulo and Brasília – and a partner network in more than 100 Brazilian cities.

The Management Network offers short and medium term, post-graduation and MBA courses and programs for senior executives, and international modules in prestigious universities in Asia, Europe and the USA, with the expertise of teaching staff that combines vast academic experience with market know-how. The Management Network in partnership with FGV Press develops the MGTV Management Series, a collection of first publications in various applications for FGV's MBA courses.

### DISTANCE LEARNING

The FGV distance-learning program is committed to disseminating the knowledge learned from FGV's schools, centers and institutes, breaking down geographical barriers and time restrictions by using communication technologies such as satellite transmission and webcast.

By combining flexible and far-reaching characteristics, for example, FGV Online allows the students to independently develop and build up their own learning. Each student has a support system that includes teacher-tutors with vast academic background and everyday business experience, a collaborative virtual academic environment, 24/7 technical support and a virtual library with more than 60,000 volumes.

FGV Online, winner for two years running of the OCW People's Choice Awards, combines the tradition of FGV and the innovation of distance learning.

### CUSTOMIZED EXECUTIVE EDUCATION

FGV Corporate is the FGV program responsible for drawing up learning solutions and programs for companies and third-sector organizations. By combining the force and expertise of executive education of FGV's schools, FGV Corporate operates nationwide through its Rio de Janeiro and São Paulo

offices and the FGV Partner Network present in more than 100 Brazilian cities. In close partnership with its clients, FGV Corporate customizes content and draws up short, medium and long-term programs, in classroom, distance and blended learning formats. It also offers companies courses developed by FGV's schools to meet their requirements for qualification and training. Our courses, always in line with the strategic corporate view, has the approval of some of the most reputable lato and stricto sensu under-graduate and post-graduate schools in the country, as well as the Brazilian Institute of Economics (FGV/IBRE).

Our programs help develop skills and capabilities that contribute to the success of organizations and their professionals. With the support of specialist teachers and coordinators in the market, FGV Corporate – the result of uniting two strong names in Brazilian education – FGV Corporate and the corporate education branch of FGV Online – offers solutions that help identify opportunities for companies throughout Brazil to innovate and leverage their growth.

HELD THE II SEMINAR ON FGV / FIFA  
MASTER ALUMNI SPORTS MANAGEMENT  
IN CONJUNCTION WITH FIFA AND CIES

PARTICIPATED IN THE OPEN COURSEWARE  
CONSORTIUM (BALI, INDONESIA), 19TH  
INTERNATIONAL CONGRESS ON DISTANCE  
EDUCATION (SALVADOR, BAHIA, BRAZIL),  
IMS LEARNING IMPACT AWARDS (SAN DIEGO,  
CALIFORNIA, USA) AND REINVENTING HIGHER  
EDUCATION (MADRID, SPAIN)

3.5 M

THE HOME PAGE OF FGV'S COURSE IN  
OCW RECEIVED 3.5 MILLION HITS

CREATED AN INDICATOR TO MEASURE THE  
LEVEL OF INSTALLED CAPACITY OF THE  
SERVICE SECTOR IN PARTNERSHIP WITH THE  
CENTRAL BANK OF BRAZIL (BACEN)

ORGANIZED THE SEMINAR “BRAZIL’S FISCAL  
RISKS IN THE MIDDLE AND LONG TERM” IN  
CONJUNCTION WITH THE IMF

SIGNED A PARTNERSHIP WITH THE  
INSTITUTE OF AMERICAN STUDIES OF THE  
CHINESE ACADEMY OF SOCIAL SCIENCES  
(ILAS-CASS), TO EXCHANGE EXPERIENCES  
ON TOPICS SUCH AS INNOVATION, SOCIAL  
POLICIES, INCOME DISTRIBUTION, SAVING  
AND PUBLIC FINANCE

# BRAZILIAN INSTITUTE OF ECONOMICS IBRE

**DIRECTOR**  
*Luiz Guilherme Schymura*

**T**he Brazilian Institute of Economics (IBRE) was created in 1951. This FGV unit has the mission to research, analyze, produce and publish macroeconomic statistics and top-quality applied economic studies, which are needed to refine public policies or private sector actions in the Brazilian economy, and which contribute to the country’s economic development and social wellbeing.

Since IBRE began, it has been developing studies, research, analyses and a number of indicators based on collecting business, economic and financial data. Some of its economic statistics worth mentioning are the Price indexes and Economic Surveys, widely used by students, analysts of the Brazilian economy and administrators in the public and private sectors. IBRE produces these indicators based on a research structure set up in every Brazilian state capital, where more than 350,000 prices and economic data are collected every month from more than 30,000 corporate partners. To do so, it

has a permanent staff of professionals specializing in applying economic and social sciences and statistical methods. The indicators and briefly summarized reports are available to the public, but at more analytical and detailed levels the information is provided under licensing arrangements.

IBRE has a division dedicated to applied economic research which employs top professionals whose mission is to produce and publish relevant studies related to the Brazilian economic situation, reinforcing FGV’s reputation as one of the world’s most influential think tanks. This is the IBRE division responsible for producing newsletters, papers and seminars on macroeconomics, and studies in agribusiness, foreign sector, industrial policies, economic development, employment and income, public finance, monetary studies, education and public and social policies. IBRE papers are published in the English version of the Conjuntura Econômica magazine (The Brazilian Economy), available via the

Institute’s applications for iPad and the IBRE portal ([www.fgv.br/ibre](http://www.fgv.br/ibre)), and through its coordination of events related to the latest issues concerning Brazil’s economy.

# FGV PROJECTS

## DIRECTOR

*Cesar Cunha Campos*

**F**GV Projects is the technical advisory division of FGV, responsible for applying the academic knowledge accumulated and generated in its schools and institutes. It helps public, corporate and third-sector organizations at home and abroad by developing projects in the fields of economics and finance, management and administration, law, and public policies. The division also looks for solutions for strategic matters focused on national development, with a constant eye on social issues and sharing knowledge related to economic growth and sustainability.

For more than 30 years, FGV Projects has been combining technical capacity, groundbreaking methodologies and a team of skilled professionals with proven experience in furthering efficient management practices. A sign of the international recognition of its longstanding career of studies, projects and consolidated experiences is winning the South-South and Triangular Cooperation - Leadership Award 2012 - Brazil and Mozambique for Biofuels, for the best solution, by the United Nations Industrial Development Organization (Unido).

In line with FGV's international strategy, FGV Projects has been innovating with regard to its integrated communication tools, promoting content and helping disseminate knowledge in many different areas, especially through seminars and publications for the Brazilian and international public. This exchange between academia, civil society and the public and private sectors has been accompanied by the valuable contribution of the academic work of FGV.

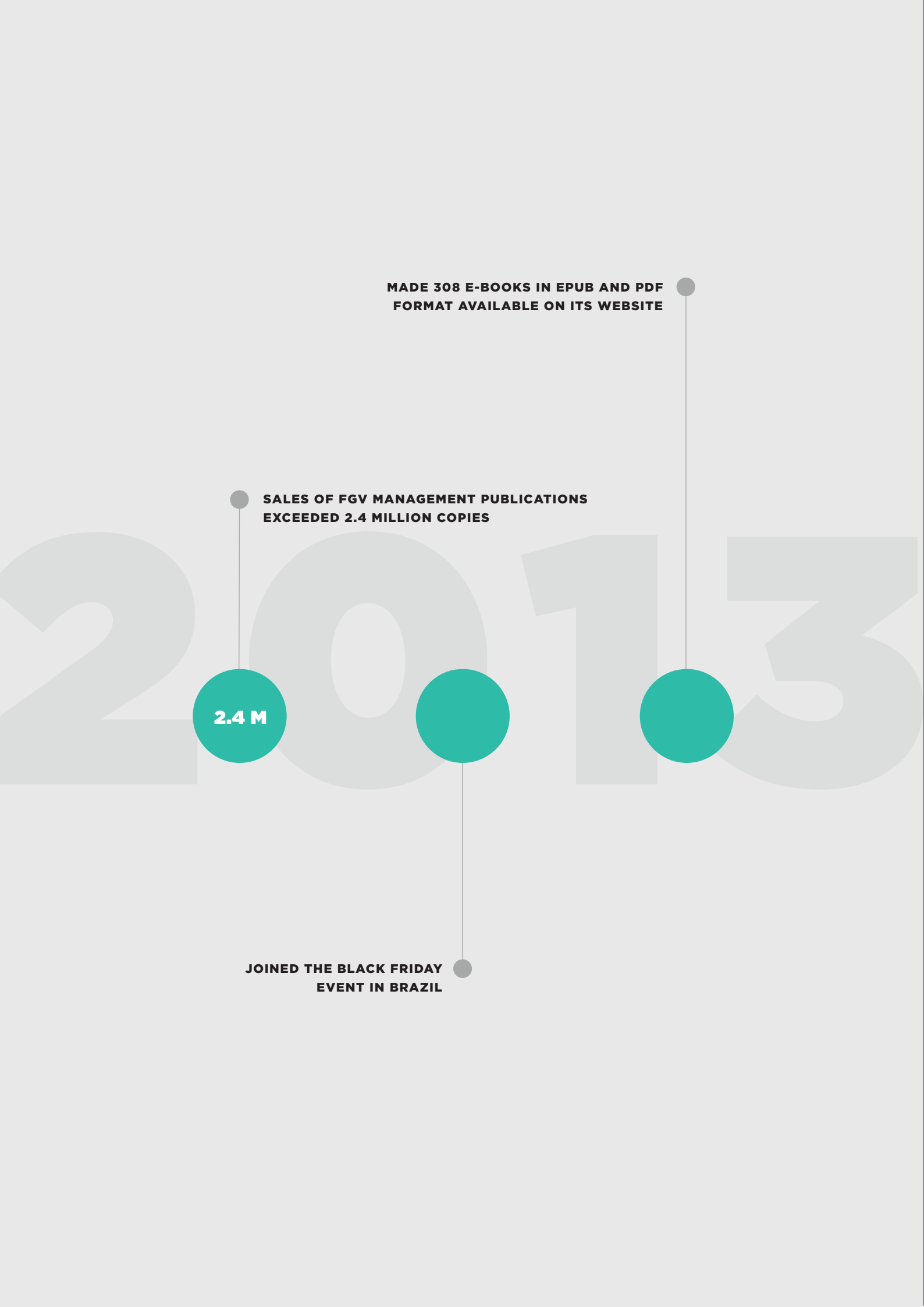
FGV Projects also works with organizing exams, public examinations and certifications, as well as technical advisory services, planning and research in urban mobility and cities.

**PRESENTED THE STUDY "POVERTY AND INEQUALITY IN BRAZIL: A VIEW FROM THE SOUTH", AT THE GLOBAL ECONOMIC SYMPOSIUM, KIEL, GERMANY**

**HAS MAINTAINED AND STRENGTHENED ITS PARTNERSHIP WITH INTERNATIONAL COOPERATION AGENCIES, SUCH AS THE INTER-AMERICAN DEVELOPMENT BANK (IDB), WORLD BANK, AFRICAN DEVELOPMENT BANK, ORGANIZATION OF AMERICAN STATES, UNITED NATIONS, AND ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD)**

**PRESENTED THE BRAZILIAN EXPERIENCE IN BIOENERGY PRODUCTION AND USE AS AN ALTERNATIVE TO LOW-CARBON EMISSIONS AT THE 3RD LOW CARBON EARTH SUMMIT, IN XI'AN, CHINA**





# FGV PRESS

**DIRECTOR**  
*Marieta de Moraes Ferreira*

Since 1945, one of FGV’s missions has been to publish and disseminate works on different fields of knowledge, always concerned with contributing to improved learning and education in Brazil. With the increasing quantity and relevance of such work, in 1974 the FGV Publications Sector was renamed FGV Press.

In addition to its publications, FGV Press has been investing increasingly in e-books and currently has more than 300 e-books available on its website and on other national and international web platforms. The majority of titles in this format have a similar format, but the plan is to digitalize the entire catalog, including formatting and reformatting the books.

Over the years it has acquired more than a thousand published titles, ranging from its current works adopted by learning institutions nationwide to serving the needs of the business and government sectors as well as individual readers keen to acquire information and knowledge. Its catalog covers administration, economics, law, anthropology, sociology, archives, political science and history, benefiting and encouraging FGV authors and scholars from the academic community at home and abroad.

At prices 30% lower than hardcover books, the e-book is a cheaper, more practical and sustainable option. A number of works in this format are also available free on the FGV Press website, which reasserts its commitment to encouraging reading and access to knowledge.

# FGV LIBRARIES SYSTEM

## DIRECTOR

*Marieta de Moraes Ferreira*

In 2012, the FGV Libraries System (FGV/SB) moved from theory to practice, combining the FGV libraries via digital technologies. Today four libraries are under the system: Mario Henrique Simonsen Library (BMHS), Karl A. Boedecker Library (BKAB), Brasilia Library and the FGV Libraries System.

And in 2013, the emphasis of the FGV/SB Division was to upgrade the entire FGV Libraries System, which may now be seen after the new collection administration system was put in place, and the new site and mobile version of the catalog went live.

Soon users will also have a strong tool in the search for academic information on the FGV Libraries System website: the "Integrated Discovery Service", which consists of a state-of-the-art meta-search engine to make the search experience much faster and more integrated and complete.

It is also possible to find on this website the new FGV Libraries System, which now concentrates access to all digital content of the FGV Libraries System within a single interface.

### MARIO HENRIQUE SIMONSEN LIBRARY BMHS

The library at FGV's main office was created in December 1945 as a central library, and renamed the Mario Henrique Simonsen Library in December 1997 in honor of the former Minister of Finance and then vice-president of FGV who died that same year.

The BMHS houses a valuable and traditional collection in the areas of public and business administration, political science, law, economics, finance, history of Brazil and Sociology, and uses the full-function Virtua library management system – to enable online consulting, lending and reserves.

The library also networks through Bibliodata, CCN, COMUT and the CBIES-RJ share group, as well as being a member of CRB-7 and CBBU.

Currently BMHS has more than 84,000 titles of books, e-publications, theses, and DVDs and 65,773 volumes of journals.

### KARL A. BOEDECKER LIBRARY BKAB

Karl A. Boedecker Library (BKAB) was created in 1954 to provide bibliographic support for the teaching and research activities of EAESP. In 2005, the BKAB began serving the São Paulo School of Economics and the São Paulo Law School, which was also created that same year. The collection is specialized in public and business administration, economics, business, law and social sciences.

Today it has more than 69,000 titles of books, theses and dissertations, DVDs, photographs and e-publications, plus more than 44,000 volumes of scientific journals. The BKAB also uses the VTLS Virtua LMS, which includes the main roles of a library, enabling online inquiries, lending and reserves.

The library is also a user of the Bibliodata, CCN, SCAD/BIREME and COMUT cooperative networks.

### BRASILIA LIBRARY

The library was created in 1979. It specializes in social sciences, with emphasis on administration and economics.

BMHS - RECORDED 118,615 USERS AND PROVIDED LENDING, RENEWAL OR LOCAL INQUIRY RESPONSE FOR 65,355 ITEMS IN ITS COLLECTION

BKAB - UNDERTOOK TECHNICAL TREATMENT OF AROUND 800 COPIES OF THE SPECIAL CPDOC COLLECTION ON SOCCER, HISTORY AND HERITAGE

800

118,615

FGV LIBRARIES SYSTEM - CREATED THE FGV PRESS COLLECTION TO DISSEMINATE FREE-ACCESS E-BOOKS

# ACADEMIC INTEGRATION DIVISION DIA

**DIRECTOR/DEAN OF LEARNING,  
RESEARCH AND POST-GRADUATION**

*Antonio de Araújo Freitas Junior*

**T**he Academic Integration Division acts as the Dean's Office for Teaching, Research and Post-Graduate Studies at FGV, and is designed to support FGV's top administration in the strategic vision of achieving the integrated academic management of all FGV schools. It undertakes an ongoing upgrade of their procedures, respecting the objectives, direction, congregation and top administration of FGV with regard to the quality of the courses, and introducing innovation and new technologies. It also supports the schools in preparing, revising and updating the different demands from MEC-INEP, CAPES, CNPq and other public bodies and international accreditation agencies (EFMD, AMBA, AACSB, for example).

The Dean's Office for Teaching, Research and Post-graduate Studies at FGV is also responsible for the FGV Academic Ombudsman, which manages the schools' communication channels with undergraduate, Master's and PhD students and teachers, in both regular and executive education.

## IN 2013

ESTABLISHED A RELATIONSHIP WITH MEC TO MEET THE DEMANDS OF THE REGULATORY AGENCIES - MEC, INEP, CAPES, CNPQ FOR FGV SCHOOLS - RIO AND SÃO PAULO, TOGETHER WITH THE INTERNATIONAL ACCREDITATION AGENCIES (EFMD, AMBA, AACSB) AND THE COORDINATORS OF THE STRICTO AND LATO SENSU UNDERGRADUATE AND POST-GRADUATE COURSES. PROVIDED ONGOING SUPPORT FOR FGV'S TOP ADMINISTRATION WITH REGARD TO THE STRATEGIC VISION OF THE INTEGRATED ACADEMIC MANAGEMENT OF ALL FGV SCHOOLS

ATTENDED THE EXECUTIVE COMMITTEE MEETING OF THE LATIN AMERICAN COUNCIL OF MANAGEMENT SCHOOLS (CLADEA) TO PREPARE FOR THE 2013 ANNUAL MEETING - RIO DE JANEIRO

PARTICIPATED IN THE INTERNATIONAL CONFERENCE - "BRASIL-PORTUGAL, UM OLHAR ACTUAL" [BRAZIL-PORTUGAL, TODAY'S VIEWPOINT], IN LISBON, HAVING PRESENTED THE TALK: "NEW CHALLENGES OF THE MOBILITY OF HUMAN CAPITAL"; SERVED AS PART OF THE PANEL "HOW CAN WE MAKE THE FUTURE WE WANT? " FROM PRME/UN SUMMIT 5TH ANNUAL ASSEMBLY

## IN 2013

SET UP A PARTNERSHIP WITH THE MILITARY ENGINEERING INSTITUTE TO DESIGN NEW COURSES, INCLUDING LATO SENSU, INCORPORATING THE TECHNICAL TO THE MANAGEMENT ASPECTS OF THE COURSES RUN BY FGV

ENGAGED WITH ECONOMIC AND ECONOMIC POLICY PROBLEMS UNDER THE DIRECT GUIDANCE OF THE FGV PRESIDENT (VISIT TO JAPANESE THINK TANKS, ATTENDING THE GLOBAL ECONOMIC SYMPOSIUM IN GERMANY, AND IN PARTNERSHIP WITH THE BERTELSMANN FOUNDATION TO PREPARE WORK ON THE BALANCE OF PAYMENTS BETWEEN BRAZIL AND GERMANY)

DEVELOPED AN MBA COURSE ON PORT MANAGEMENT FOR THE BRAZILIAN NAVY, THE FIRST OF ITS KIND IN THE COUNTRY, STARTING IN JULY 2014, WITH PARTICIPATION OF THE ANTWERP PORT AUTHORITY

# BUSINESS STUDIES DIVISION DENN

**DIRECTOR**

*Antonio Carlos Porto Gonçalves*

**T**he mission of the Business Studies Division (FGV/DENN) is to support the president's efforts in the growing development of FGV as a national and international think tank, working to form research partnerships and cooperation with Brazilian and foreign institutions.



# INTERNATIONAL AFFAIRS DIVISION DINT

## DIRECTOR

*Bianor Scelza Cavalcanti*

**T**he International Affairs Division at FGV (DINT) is the integrator of FGV international relations. It was created in 2009, with a mission to catalyze the value-added generator of its divisions in which it appears that corporate cooperation offers greater benefits than the individualized performance of each unit.

In 2011, DINT founded the Latin American Center for Public Policy, which has a mission to strengthen FGV's position as an influential think tank in decisions related to public policies and business strategies in Latin America and the Caribbean.

## IN 2013

HELD THE BRAZIL-PORTUGAL INTERNATIONAL CONFERENCE: A CURRENT LOOK, IN CONJUNCTION WITH THE ISCTE-IUL - PORTUGAL

PARTICIPATED IN THE ECONOMIC POLICY CHALLENGES OF EMERGING ECONOMIES SEMINAR ORGANIZED BY THE GERMAN MINISTRY OF ECONOMIC COOPERATION AND DEVELOPMENT THROUGH GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ)

ORGANIZED THE FIRST LATIN AMERICAN MEETING OF THINK TANKS, WITH 19 THINK TANKS FROM 13 COUNTRIES IN THE REGION, IN ADDITION TO SIX EUROPEAN AND NORTH AMERICAN INSTITUTIONS

## IN 2013

COORDINATED THE PREPARATION OF THE FIRST WHITE PAPER ON NATIONAL DEFENSE, AT THE REQUEST OF THE MINISTRY OF DEFENSE. THE FINAL PRODUCT WAS APPROVED IN THE CENTRAL GOVERNMENT OFFICIAL GAZETTE (DOU) ON JULY 26, 2013

COORDINATED THE CONCEPT AND IMPLEMENTATION PROJECT OF THE FGV APPLIED KNOWLEDGE AND RESEARCH NETWORK, AS A SUPPORT ACTIVITY FOR THE PRESIDENT'S ADVISERS

COMPLETED THE PROCESS OF STRUCTURING THE PORTFOLIO ON FGV SCHOOL DEVELOPMENT PROJECTS AND PROGRESS REPORT

# INNOVATION AND STRATEGIC PLANNING DIVISION DPEI

## DIRECTOR

*João Paulo Villela de Andrade*

**F**GV has been developing a systematic strategic planning and monitoring process of its performance through this decade, which has contributed to its rapid growth. And among the permanently developed activities in support of FGV's president are the coordination of monitoring and planning meetings for corporate activities throughout the year.

The division also contributes to the preparation of strategic management projects for public bodies of interest to FGV.

# PUBLIC POLICY ANALYSIS DIVISION DAPP

**DIRECTOR**  
*Marco Aurélio Ruediger*

**T**he Public Policy Analysis Division (DAPP) is linked to the FGV president's office and its focus is on translating the application of concepts and methodologies in social sciences using state-of-the-art technologies, analysis and transparency of information, and assessing and monitoring public policies and structural programs related to national development.

In this way DAPP aims to assess public policies and information transparency, and monitor the political and social agenda, including their direct and indirect impacts. In particular, DAPP uses Internet information technologies and new social media in its relationship with State policies.

## IN 2013

CONDUCTED STUDIES ON PUBLIC SAFETY, PUBLISHING IN THE PRESS, TV DISCUSSIONS AND SCIENTIFIC JOURNALS, AIMING TO REACH THE TARGET POPULATION OF PUBLIC SECURITY WORKERS NATIONWIDE

CO-ORGANIZED THE INTERNATIONAL SEMINAR ON SCENARIOS FOR THE FUTURE OF IBERO-AMERICA, HELD IN PORTUGAL, AND FOR THE PARTICIPATION OF THE FGV PRESIDENT'S OFFICE IN THE CONFERENCE "GLOBAL URBAN CHALLENGES: THE ROLE OF RESEARCH UNIVERSITIES", WHICH BROUGHT TOGETHER THE PRESIDENTS OF THE THREE TOP ACADEMIC INSTITUTIONS IN CHICAGO: UNIVERSITY OF ILLINOIS, NORTHWESTERN UNIVERSITY AND UNIVERSITY OF CHICAGO, AT THE INITIATIVE OF THE CHICAGO COUNCIL

DEVELOPED AND SUPERVISED THE "DIGITAL OFFICE" OF THE RIO GRANDE DO SUL STATE GOVERNMENT FOR AN ONLINE CHAT ON PUBLIC POLICIES WITH CIVIL SOCIETY, AND DEVELOPED THE PORTAL ON TRANSPARENCY OF THE FEDERAL BUDGET

## IN 2013



UPDATED THE FGV BRAND, GIVEN THE PROSPECT OF INTERNATIONALIZING THE INSTITUTION AND ITS 70TH ANNIVERSARY COMMEMORATION

COORDINATED THE ORGANIZATION OF 611 EVENTS AND ADVISED ANOTHER 763, TOTALING 1,382 EVENTS. AMONG THEM, THE INAUGURATION OF THE OSCAR NIEMEYER TOWER, THE RECEPTION OF THE KING OF SWEDEN AND THE PRODUCTION OF GOOGLE DAY

MORE THAN 11,000 STUDENTS PARTICIPATED IN THE FGV CHALLENGE—A FIRST-EVER ACTION FOR THE UNIVERSITY ENTRANCE EXAM CAMPAIGN ON FACEBOOK

# COMMUNICATIONS AND MARKETING DIVISION DICOM

**DIRECTOR**  
*Marcos Facó*

**T**he Communications and Marketing Division (DICOM) is responsible for FGV's institutional communication and marketing, ensuring the soundness of the FGV brand and acting as a facilitator in developing and implementing the communications and marketing actions of the institution and its divisions, schools, centers and institutes.

DICOM also has the task of creating policies and processes in line with such communications and marketing activities, as well as performing and coordinating institutional communications and marketing actions in publicity, press, events, freebie production and distribution, market intelligence and digital marketing – directed at both national and international publics.

# OPERATIONS DIVISION DO

**DIRECTOR**  
*Mario Rocha Souza*

The Operations Division (DO) comprises the administrative support and service infrastructure of FGV's offices in Rio de Janeiro, São Paulo and Brasília, consisting of the following areas: Communications and information technology, Superintendence of Operations and Services in Rio de Janeiro and São Paulo, Superintendence of Human Resources, Legal Department and Academic Department in Rio de Janeiro and São Paulo.

In 2013, the Operations Division completed important architectural projects, as well as projects to expand and improve the telecommunications infrastructure at FGV, in response to needs identified by FGV.

## IN 2013

### BUILDING WORK:

INAUGURATED THE OSCAR NIEMEYER TOWER, WHICH IS PART OF THE NEW FGV ARCHITECTURAL COMPLEX IN THE BOTAFOGO NEIGHBORHOOD OF RIO DE JANEIRO, DESIGNED BY OSCAR NIEMEYER. IN THE SAME YEAR A NEW ACCESS RAMP TO FGV'S MAIN OFFICE, IN RIO DE JANEIRO, WAS INAUGURATED

IN SÃO PAULO, FGV INAUGURATED THE ITAÚ AUDITORIUM, IN THE 9 DE JULHO COMPLEX, AS WELL AS A NEW COMMON AREA FOR STUDENTS

### INFORMATION AND COMMUNICATION TECHNOLOGY (TIC)

COMPLETED ANOTHER PHASE IN THE UPGRADE OF THE TELECOMMUNICATIONS INFRASTRUCTURE, WHICH INCLUDES 33 NEW DATA COMMUNICATION LINKS, RESULTING IN INCREASED TRAFFIC CAPACITY AND ADDED STRENGTH TO ALL FGV UNITS - FOR BOTH CORPORATE APPLICATIONS AND ACCESS TO THE INTERNET AND TELEPHONE COMMUNICATIONS BETWEEN UNITS

IMPLEMENTED A NEW PRICING REFERENCES SYSTEM - CARPE DIEM PROJECT; COMPLETED THE FIRST VERSION OF THE SYSTEM THAT AUTOMATES CONSTRUCTION, MANAGEMENT AND VALORIZATION OF THE DNIT PROJECT COMPOSITIONS; BEGAN A PROJECT FOR A NEW SURVEY SYSTEM FOR THE BRAZILIAN INSTITUTE OF ECONOMICS

BEGAN PUTTING IN PLACE THE NEW VERSION OF THE ACADEMIC MANAGEMENT SYSTEM (SIGA2)

COMPLETED A PROJECT THAT GENERATES DIGITAL FILES, IN ORDER TO COMPLY WITH ACCOUNTING AND TAX REGULATIONS FOR THE YEARS LEADING UP TO 2013

DELIVERED THE FIRST STAGE OF THE ACADEMIC BI PROJECT, INCLUDING 17 PROGRAMS - AMONG THEM, MBA, POST-MBA, GLOBAL EXECUTIVE, AND FGV BUSINESS AND CORPORATE UNIVERSITY PROGRAMS

## IN 2013

HELD THE RISK REASSESSMENT SEMINAR BRAZIL 2013 IN PARTNERSHIP WITH FIRJAN, STANDARD & POOR'S AND THE NEWSPAPER VALOR ECONÔMICO

TOGETHER WITH FGV PROJECTS, ORGANIZED THE WORLD ECONOMY AND BRAZIL SEMINAR IN NEW YORK

# BUSINESS COOPERATION COMMITTEE CCE + CENTER FOR GLOBAL ECONOMICS CEM

**CCE PRESIDENT**  
*João Carlos de Luca*

**CEM DIRECTOR**  
*Carlos Langoni*

FGV, accompanying the in-depth process of change in international economics, established the Business Cooperation Committee (CCE) in January 1990.

The Committee brings together representatives of the private sector, through the FGV Center for Global Economics (CEM), to encourage the study and debate of different issues related to Brazil's competitive integration in a new foreign environment, building FGV's excellence as a think tank.



# FGV ENERGY

## DIRECTOR

*Carlos Otavio Vasconcellos Quintella*

**F**GV Energy is a study center linked to the FGV president's office, created in 2013 to produce, promote and disseminate research and know-how in the field of energy. The idea is to structure FGV's strategic positioning in the energy area to strengthen its recognition and work in the sector.

The focus of FGV Energy is the energy sector, with emphasis on seven major areas: oil, natural gas, electric power, nuclear energy, biofuels, renewable sources, and energy efficiency. In this way FGV Energy helps private companies and the government in their decision-making and in setting up partnerships with other institutions and research centers at home and abroad.

## IN 2013

CONDUCTED 53 ARBITRATION PROCEDURES

REQUESTS WERE MADE FOR 22 ARBITRATION  
PROCEDURES AND 44 HEARINGS WERE  
ORGANIZED

TWENTY-FOUR OF THE 44 HEARINGS  
ORGANIZED BY THE FGV CHAMBER WERE  
SCHEDULED FOR SÃO PAULO, 17 FOR RIO DE  
JANEIRO, TWO FOR BELO HORIZONTE AND ONE  
FOR BRASÍLIA

# CHAMBER OF CONCILIATION AND ARBITRATION

## DIRECTOR

*Julian Chacel*

**T**aking into consideration the importance of the issue of arbitration, since it is understood to be a service provided for the country and in line with its history, vocation and mission, FGV set up the Chamber of Conciliation and Arbitration in 2002.

By setting up a Permanent Body of Conciliators and Arbiters (consisting of distinguished figures in the field of law, experienced lawyers and highly skilled professionals in a broad spectrum of topics ranging from civil engineering to foreign trade, telecommunications, oil and natural gas, as well as FGV professors), its mission is to administer and monitor arbitral procedures, guaranteeing that all stages and deadlines are met as determined by law.

FGV's Chamber of Arbitration and Conciliation is chaired by the FGV president, helped in his duties by two vice-presidents from the institution's Executive Board. A legal director and an executive-director complete the Chamber.



## **ABOUT FGV**

The background features a modern building with a grid-like facade. A large, semi-transparent circular cutout is positioned on the right side, revealing a landscape with a hill and a body of water. The entire image is overlaid with a semi-transparent magenta layer that contains geometric shapes: a large 'Z' on the left and a large 'C' on the right.

YEARS



ABOUT  
FGV

In 1944 FGV was created to train professionals for public administration and management of strategic sectors in Brazil. A decree law signed by President Getulio Vargas authorized the Administrative Department of Public Service (DASP) to set up the entity, which was also to be designed to maintain research centers, a learning establishment and services required for accomplishing its mission.

Since then, FGV has done its utmost to fulfill its duty during these 70 years, and has made 70 years of contributions to the social and economic development of Brazil. During this time FGV also established itself as a think tank of international repute, doing outstanding work in cooperative projects with many world nations.

In 2013, FGV was, for the fifth year running, one of the world’s top 30 think tanks according to the Global Go To Think Tanks Rankings 2013 produced by the University of Pennsylvania. That year FGV climbed three positions to rank 21st among the world’s think tanks (including those in the USA), in addition to being considered the top think tank in Central and South America.

Also in 2013, for the third year running FGV was among the 100

higher education institutions that train the most sought-after professionals worldwide according to the “Emerging Employability University Ranking”, announced by the global version of The New York Times. Here FGV rose two places to rank first in Brazil and Latin America, and ahead of the traditionally high-ranked Sciences Po and Pittsburgh.

Moreover, FGV was the top Brazilian institution in the first year of the Alma Mater Index: Global Executives, compiled by the British journal Times Higher Education (THE), which lists the top 100 institutions for training executive directors. FGV, first in Brazil and 35th in the world, was ahead of the Universities of Princeton and Cambridge, for example.

Through a partnership with the Institute for Educational Development (IDE), FGV is present in more than 100 cities in Brazil, besides Rio de Janeiro, São Paulo and Brasília.

NORTH REGION

Altamira / Belém / Macapá / Manaus / Palmas / Paragominas / Parauapebas / Porto Velho / Rio Branco / Santarém /

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Aracaju / Feira De Santana / Fortaleza Imperatriz / João Pessoa / Luis Eduardo Magalhaes / Maceió / Natal / Recife / Salvador / São Luís / Teresina / Vitória Da Conquista

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DIREITO SP  
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São Paulo School of Economics  
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Controller

ADDRESSES

RIO DE JANEIRO

EDIFÍCIO LUIZ SIMÕES LOPES  
(MAIN OFFICE)

Praia de Botafogo, 190  
CEP: 22250-900  
Phone: +55 (21) 3799-5938

- EBAPE – Brazilian School of Public and Business Administration
- EPGE – Brazilian School of Economics and Finance
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- CPDOC – School of Social Sciences
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EDIFÍCIO PROFESSOR EUGÊNIO GUDIN FILHO

Rua Barão de Itambi, 60—Botafogo  
CEP: 22231-000  
Phone: +55 (21) 3799-6996

- FGV Management
- FGV Corporate
- IBRE—Brazilian Institute of Economics
- Operations Division

FGV PRESS

Rua Jornalista Orlando Dantas, 37—Botafogo  
CEP: 22231-010  
Phone: 0800-021-7777

CENTRO EMPRESARIAL AMÉRICAS

Avenida das Américas, 3693 Bloco 2, 2º andar—Parque das Rosas—Barra da Tijuca  
CEP: 22631-003  
Phone: +55 (21) 3799-4800  
E-mail: mgmriodivulg@fgv.br

- FGV Management
- Short Courses Program (Cademp)

EDIFÍCIO DARKE

Avenida Treze de Maio, 23—Centro  
CEP: 20031-000  
Phone: +55 (21) 3799-4688

- FGV Projects
- IBRE – Brazilian Institute of Economics

EDIFÍCIO OCTÁVIO GOUVÊA DE BULHÕES

Rua da Candelária, 6—Centro  
CEP: 20091-020  
Phone: +55 (21) 3799-5030

- FGV Management
- FGV Online
- Short Courses Program (Cademp)
- FGV Rio de Janeiro Law School – Continuing Education Program (PEC)

EDIFÍCIO ARGENTINA

Praia de Botafogo, 228 – Bloco B  
Sala/Office 910  
CEP: 22250-906  
Phone: +55 (21) 3799-4305

- Public Policy Analysis Division

EDIFÍCIO ÂNCORA

Praia de Botafogo, 210  
Cobertura 2  
Phone: +55 (21) 3799-6100

- FGV Energy

SÃO PAULO

EDIFÍCIO JOHN F. KENNEDY

Av. 9 de Julho, 2029—Bela Vista (access also by Rua Itapeva, 432)  
CEP: 01313-902  
Phone: +55 (11) 3799-7777 / 7700

- EAESP—São Paulo School of Business Administration (Courses)
- PEC - FGV – Continuing Education Program
- FGV Online
- FGV Corporate

EDIFÍCIO PROFESSOR REMO RINALDI NADDEO

Rua Itapeva, 474—Bela Vista  
CEP: 01332-000  
Phone: +55 (11) 3799-7630  
E-mail: economia@fgv.br

- EESP—São Paulo School of Economics (Courses)

EDIFÍCIO DONA LEOPOLDINA

Rua Rocha, 233—Bela Vista  
CEP: 01330-000  
Phone: +55 (11) 3799-2222 / 2233  
E-mail: direitogv@fgv.br

- DIREITO SP—São Paulo Law School

EDIFÍCIO ALALOU

Rua Rocha, 220—Bela Vista  
CEP: 01330-000  
Phone: +55 (11) 3799-2240  
E-mail: gvlaw@fgv.br

- GVlaw—São Paulo Law School Lato Sensu Post-graduate Program

EDIFÍCIO CASA VERDE

Rua Silvia, 23, Offices 05/10 & 12 - Bela Vista  
CEP: 01331-010  
Phone: +55 (11) 3253-3365 / 3552  
E-mail: direitogv@fgv.br

- Office of São Paulo Law School

EDIFÍCIO BARÃO DE CRISTINA

Av. Paulista, 1471, Andar/Floor 1 - Bela Vista  
CEP: 01311-927  
Phone: +55 (11) 3799-3638

- CPDOC
- Journal editorial: RAE—Revista de Administração de Empresas e GV Executivo
- GV Agro—FGV Agribusiness Center

EDIFÍCIO CONDOMÍNIO NAÇÕES UNIDAS

Cond. Nações Unidas  
Av. das Nações Unidas, 12.495 - anexo 01 ( Andares/Floors 0, 1 & 2)  
CEP: 04578-000  
Phone: +55 (11) 3799-3455

- FGV Management
- PEC FGV – Continuing Education Program

EDIFÍCIO DR. LUIZ SIMÕES LOPES

Avenida Paulista, 548, 8º Andar—Bela Vista  
CEP: 01310-000  
Phone: +55 (11) 3799-4170 / 3455  
E-mail: fgvprojetos@fgv.br / mbapaulista@fgv.br

- FGV Projects
- FGV Management

EDIFÍCIO KARL A. BOEDECKER

Av. 9 de Julho, 2029—Bela Vista  
CEP: 01313-902  
Phone: +55 (11) 3799-7777 / 7700  
E-mail: biblioteca.sp.ref@fgv.br

- Karl A. Boedecker Library

EDIFÍCIO FARIA LIMA

Av. Brigadeiro Faria Lima, 1188—Pinheiros  
CEP: 01451-001  
Phone: +55 (11) 3799-3455

- FGV Management

EDIFÍCIO ELUMA

Av. Paulista, 1294  
CEP: 01310-915

- FGV Projects
- Phone: +55 (11) 3799-4170

- Communications and Marketing Division
- Phone: +55 (11) 3799-4251

BRASILIA

SGAN (Setor de Grandes Áreas Norte), Quadra 602, módulos A, B & C  
CEP: 70830-020  
Phone: +55 (61) 3799-8000  
E-mail: cursos@bsb.fgv.br

- FGV Management
- FGV Corporate
- FGV Online

BALANCE SHEET  
(IN R\$)

ASSETS	2013	2012
CURRENT ASSETS	691,689,537.73	655,487,699.53
AVAILABLE	632,143,439.87	608,664,424.91
ACCOUNTS RECEIVABLE	25,117,281.35	20,939,350.81
OTHER CURRENT ASSETS	30,413,249.86	21,828,848.76
INVENTORIES	4,015,566.65	4,055,045.05
NON CURRENT ASSETS	594,738,991.14	463,633,936.93
INVESTMENTS	34,483,254.02	33,218,512.21
LONG-TERM RECEIVABLES	84,657,016.65	76,471,244.73
PROPERTY AND EQUIPEMENT	475,598,720.87	353,944,179.99
TOTAL R\$	1,286,428,528.87	1,119,121,606.46
TOTAL \$	549,145,619.77	547,649,428.17

LIABILITIES	2013	2012
CURRENT LIABILITIES	125,462,866.64	111,138,010.20
NON-CURRENT LIABILITIES	138,453,327.74	107,784,532.79
FUNDS	974,064,846.34	874,830,750.41
INCOME OR LOSS	48,447,488.40	25,368,313.06
TOTAL R\$	1,286,428,528.87	1,119,121,606.46
TOTAL \$	549,145,619.77	547,649,428.17

US\$ 1.00 (com - 31/12) =

R\$ 2.3426

R\$ 2.0435

ECONOMIC BALANCE SHEET  
(IN R\$)

REVENUE	2013	2012
ASSET REVENUES	43,416,615.18	13,589,373.79
OPERATING REVENUES	921,702,849.19	847,369,562.86
OTHER REVENUES	59,812,679.74	37,138,499.18
TOTAL R\$	1,024,932,144.11	898,094,935.83
TOTAL \$	437,519,057.50	439,489,814.45

EXPENDITURE	2013	2012
COSTS AND EXPENSES (PERSONAL, CHARGES, SUPPLIERS, OTHER COSTS AND EXPENSES)	976,484,655.71	872,729,122.77
TOTAL R\$	976,484,655.71	872,729,122.77
TOTAL \$	416,837,981.60	427,075,665.66
BALANCE R\$	48,447,488.40	25,368,313.06
BALANCE \$	20,681,075.90	12,414,148.79

US\$ 1.00 (com - 31/12) =

R\$ 2.3426

R\$ 2.0435





**FUNDAÇÃO GETULIO VARGAS**

PRAIA DE BOTAFOGO 190  
22250-900  
RIO DE JANEIRO, RJ  
BRAZIL  
55 21 3799-4747

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COORDINATIONS AND CONCEPT: **FGV'S COMMUNICATIONS AND MARKETING DIVISION**  
COMMUNICATIONS AND MARKETING DIRECTOR: **MARCOS FACÓ**  
COMMUNICATIONS AND MARKETING COORDINATOR: **GISELE COSTA FREITAS**  
ENGLISH TRANSLATION, ENGLISH EDITING AND REVISION: **ELVYN MARSHALL**

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