



Principles for Responsible Management
Education (PRME)
Sharing Information Progress Report

January 2013- June 2015

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education



August 21, 2015

ORME Steering Committee

c/o Jonas Haertle, Head PRME Secretariat at United National Global Compact Office
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Adoption of the Principles for Responsible Management Education

At the core of the Carroll School of Management education is an emphasis on the formation of the entire person. We aim to create a learning environment that will produce ethical leaders who will continue to make a positive impact after graduation. We are committed to the implementation of the Principles for Responsible Management Education because our alumni will rely on the values instilled at Boston College.

In the following pages, you will learn about existing initiatives and more recent additions to the Carroll School offerings that expose students to complex questions about and innovative approaches to corporate social responsibility. We will continue to communicate our progress in this endeavor to our stakeholders.

I encourage other academic institutions to adopt and support these Principles, and welcome the opportunity to engage in conversation about effective practices.

A handwritten signature in black ink, appearing to read "A.C. Boynton". The signature is written in a cursive style and is positioned above a horizontal line.

Andrew C. Boynton '78, P'13
John and Linda Powers Family Dean

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Principle 1:

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Boston College was founded in 1863 by the Society of Jesus (Jesuits). Today it is one of the nation's foremost universities, with an enrollment of nearly 14,700 undergraduate and graduate students from all 50 states and more than 80 countries. Each year the University confers more than 4,000 degrees in more than 50 fields of study through eight schools and colleges. Faculty members are committed to both teaching and research and have been honored by Carnegie Foundation for the Advancement of Education and the MacArthur Foundation. Boston College is ranked 31st among national universities by *U.S. News & World Report*.

President William P. Leahy, S.J., highlights the following mission for Boston College, “Boston College endeavors to educate a new generation of leaders—men and women who will be capable of shaping the future with vision, justice, and charity—with a sense of calling, with concern for all of the human family.” Boston College seeks both to advance its place among the nation's finest universities and to bring to the company of its distinguished peers and to contemporary society the richness of the Catholic intellectual ideal of a mutually illuminating relationship between religious faith and free intellectual inquiry. As a Catholic and Jesuit university, it is rooted in a world view that encounters God in all creation and through all human activity, especially in the search for truth in every discipline, in the desire to learn, and in the call to live justly together.

Boston College pursues this distinctive mission by serving society in three ways:

- By fostering the rigorous intellectual development and the religious, ethical and personal formation of its undergraduate, graduate, and professional students in order to prepare them for citizenship, service, and leadership in a global society;
- By producing nationally and internationally significant research that advances insight and understanding, thereby both enriching culture and addressing important societal needs; and
- By committing itself to advance the dialogue between religious belief and other formative elements of culture through the intellectual inquiry, teaching and learning, and the community life that form the University.

With a motto of “men and women in service to others,” Boston College fosters multiple opportunities for its students to serve in volunteering and service capacities. A notable and long-standing exemplar of the University’s educational and service mission is the PULSE Program for Service Learning in which students taking an integrated set of courses in Theology and Philosophy to learn about social justice first hand through direct contact with marginalized populations and social change organizations, linked with reflections on their experiences within the context of their courses. Students across all schools and degree programs are encouraged to volunteer within the Greater Boston area and internationally through a variety of service

programs on campus (details on some of these opportunities can be found at: <http://www.bc.edu/offices/service/serviceopp.html>).

In recognition of this commitment to service, Boston College was named to the 2014 President's Higher Education Community Service Honor Roll, the highest federal recognition colleges and universities can receive for community service, service-learning, and civic engagement. The President's Higher Education Community Service Honor Roll highlights the role colleges and universities play in solving community challenges. The Corporation for National and Community Service, the federal agency for volunteering and service, has administered the award since 2006 in collaboration with the U.S. Department of Education and the U.S. Department of Housing and Urban Development, as well as the American Council on Education, Campus Compact, and the Interfaith Youth Core.

In 2013 Boston College was named a Changemaker Campus by Ashoka, a global association of leading social entrepreneurs. This designation means that Boston College has been recognized by Ashoka as having “embedded social innovation as a core value” and providing supportive environments for social innovation in coursework and extra-curricular activities across the campus.

Principle 2:

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Boston College is notable for its strong undergraduate core curriculum, consisting of 15 courses. Over the past several years, faculty throughout the University have been engaged in the Core Renewal Project, which in the fall of 2015 piloted newly developed courses that apply an interdisciplinary lens to contemporary social problems and perennial questions about the human condition. Under the banners of “Complex Problems” and “Enduring Questions,” these courses incorporate team teaching from faculty in different disciplines to provide a broad perspective for students, with the ultimate aim of having all freshman take these innovative core courses.

Carroll School of Management

The Carroll School of Management provides undergraduate and graduate management education attuned to the needs of today's business world. Aligned with the philosophy and mission of Boston College as a Jesuit, Catholic university, the Carroll School develops leaders and managers who bring an ethical perspective to business decision making. In addition to its degree programs and centers which provide executive development programming for professionals, the Carroll School partners with the business community to provide student-led consulting services in the areas of financial and strategic analysis, product development, and general business planning.

Carroll School of Management Mission Statement

The Carroll School of Management educates undergraduates preparing for careers in management, graduate students aspiring to greater responsibilities in a complex global economy, and practitioners and executives seeking renewed vision and new skills for that economy. Vigorous teaching and learning, and research that advances business theory and enhances management practice, are crucial means to these ends. Our current efforts are a partnership of students, faculty, staff, the business community, and the broader academic community. We seek and value the support and counsel of our alumni and the wider business community. We aspire to be an effective and caring organization for our immediate community, and we strive to direct all our efforts for the service of the many communities-local, national and global-which sustain us.

One highlight of the Carroll School is the MBA motto: “Through cooperation and integrity we prosper,” which embodies the values that the Carroll School wishes to engender in all of its students. In addition, core values of honesty and integrity, mutual respect, pursuit of excellence, and personal accountability inform the Carroll School community broadly and many graduates take the MBA Oath of Ethical Conduct as they complete their programs.

During the academic year 2014-2015, the Business Law Department became the Business Law and Society Department, reflecting a broadening of its mission and the inclusion of Portico faculty in the department.

Two newly created centers at the Carroll School of Management and the continued focus of the Winston Center for Leadership and Ethics epitomize Boston College's commitment to global social responsibility values. These three centers incorporate research, teaching, and student leadership programs.

Joseph E. Corcoran Center for Real Estate and Urban Action

The Joseph E. Corcoran Center for Real Estate and Urban Action at the Carroll School of Management was established in 2014. The Corcoran Center is devoted to:

- Student engagement
- Curriculum development and support
- Speaking program from practitioners
- Community outreach

The Corcoran Center leverages a multidisciplinary approach to cultivate discussions and develop actions that foster community transformation. In accordance with the mission of Boston College, the Corcoran Center aims to develop the next generation of ethical real estate professionals by educating and inspiring students, alumni, and other key stakeholders so they may harness real estate as a catalyst for needed change in areas where the marginalization of vulnerable citizens is most severe.

Edmund H. Shea, Jr., Center for Entrepreneurship

The Edmund H. Shea, Jr., Center for Entrepreneurship, launched in 2015, will integrate entrepreneurial thinking into the educational and formational experience in undergraduate and graduate students throughout Boston College. Students will be engaged and challenged by rigorous academic coursework, co-curricular activities, and experiential opportunities in the entrepreneurial eco-system.

The Shea Center aims to:

- Integrate entrepreneurship into the knowledge creation of students;
- Serve as the University-wide focal point for interdisciplinary entrepreneurship initiatives and research;
- Provide students foundational skills and broad entrepreneurial experience as they prepare to start their own business ventures, launch careers at start-ups or small businesses, or follow career paths in traditional management discipline where experiences and knowledge in entrepreneurship will be important.

Winston Center for Leadership and Ethics

In accordance with the mission of Boston College, the Winston Center for Leadership and Ethics:

- Offers Boston College students development and leadership opportunities for personal and ethical formation in order to prepare them for leadership in a global society.
- Encourages faculty research and scholarship that draws from a variety of intellectual orientations, helping students and alumni to understand and assess the most important societal needs.
- Provides unique opportunities for continued dialogue with speakers who have a proven ethical background and penchant for leadership in their respective fields.

The Winston Center sponsors student leadership and development opportunities, in particular the Jenks Leadership Program and the Winston Ambassadors. With foundations rooted in servant leadership, the Jenks Leadership program focuses on the development of well-rounded students to aid in the creation of a vibrant community at Boston College.

Winston Center events are supported by the Winston Ambassadors, an integral group of 25 Boston College student leaders, charged with promoting the Center's mission by encouraging the Jesuit ideal of the whole person to a diverse audience.

The Winston Center promotes faculty research and scholarship through the efforts of its associated faculty. Winston Fellows, visiting scholars and research events enable the Center to reach across broad academic divisions, thus expanding how we understand both leadership and ethics.

Other Carroll School of Management Centers that actively contributed to our PRME goals during this reporting period are:

Boston College Center for Work & Family

Founded in 1990, the Boston College Center for Work & Family is committed to enhancing the quality of life of today's workforce by providing leadership for the integration of work and life, an essential for individual, organizational, and community success. The Center's vision is that companies and communities will work together to ensure their mutual prosperity and the wellbeing of employees and their families. The Center works with leading employers committed to creating workplace cultures that support the "dual agenda" of individual and organizational success.

Center for Retirement Research at Boston College

The mission of the Center for Retirement Research at Boston College is to produce first-class research and educational tools and forge a strong link between the academic community and decision-makers in the public and private sectors around an issue of critical importance to the nation's future. To achieve this mission, the Center sponsors a wide variety of research projects,

transmits new findings to a broad audience, trains new scholars, and broadens access to valuable data sources. Since its inception in 1998, the Center has established a reputation as an authoritative source of information on all major aspects of the retirement income debate.

Center for Corporate Citizenship

The Boston College Center for Corporate Citizenship at the Carroll School of Management was founded in 1985, inspired by an early recognition that community expectations of companies were changing. The Center provides knowledge and learning opportunities that help executives, managers, and employees advance good corporate citizenship from wherever they sit in their company. The Center develops, curates, and distributes comprehensive knowledge assets that combine insights from our research with management and social science disciplines, providing concise, leading-edge information professionals need in order to act decisively in a dynamic business landscape.

Principle 3:

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Carroll School of Management Graduate Context:

The Carroll School offers the following graduate degrees: Master of Science in Business Administration (full- and part-time), Master of Science in Finance (full- and part-time), Master of Science in Accounting, and PhD programs in finance and organizational studies. Highlights of the full-time MBA program relevant to PRME include a hands-on consulting project and a team-based business plan project

(<https://www.bc.edu/content/dam/files/schools/csom/graduate/FT%20MBA%20Curriculum.pdf>).

The course Managing Business in Society is currently required for all part-time MBA students. Corporate responsibility, ethics, systemic, and global courses within the Carroll School related to PRME include Ethics and Professionalism in Accounting, Seminar on Economic Crises, Nonprofit Management, Women and Leadership, Social Entrepreneurship, International Entrepreneurship, International Accounting Experience, Managing the Legal Environment of Business, and International Management Experience-Asia. Many other courses include ethics and global components, both at the graduate and undergraduate levels.

All graduate students must fulfill a service requirement (20 hours for MBA students, 10 hours for MSF and MSA students) before graduation. This requirement is intended to promote personal, social, and civic development, provide experience working with community-based organizations and individuals, foster real-time experiential learning, and further the Jesuit tradition of service.

In April 2015, the Carroll School Graduate Programs marked its fourth year of service in partnership with the West End House (WEH) Boys and Girls Club for an afternoon of giving back to the community. Located in Allston, WEH is an independent Boys and Girls Club in the City of Boston that has been transforming the lives of immigrant and urban youth since its founding in 1906. The West End House offers its 1,500 members an integrated array of programs across four broad areas: leadership and life skills; academic support and college preparation; sports, fitness and nutrition; and visual and performing arts. In support of these programs, the WEH also serves over 1,200 healthful hot meals to members every week.

Boston College's Carroll School of Management volunteers assist with various projects to help improve the conditions of the Club in anticipation of their annual fundraiser. Activities include painting, mopping, room organization, and landscaping.

The Carroll Graduate School of Management has an active chapter of NetImpact.

Carroll School of Management Undergraduate Context:

The Carroll School of Management was ranked #4 in *Bloomberg Businessweek's* "Top Undergraduate Business Programs 2014" and # 21 in *U.S. News & World Report's* Best Undergraduate Business Programs 2014." The Carroll School's undergraduate philosophy is based on the belief that broad knowledge, rather than specialized training, best prepares students to be effective in a changing world, the Carroll School's undergraduate academic program includes courses in both business and the liberal arts (undergraduate core of 15 courses covering the arts, history, literature, mathematics, natural science, philosophy, social science, theology, writing, and cultural diversity).

The Carroll School's undergraduate curriculum includes the innovative and broad-spanning introductory business and ethics course Portico (for freshmen), as well as required courses in economics, information systems, accounting, statistics, law, math for management science, organizational behavior, operations management, finance, marketing, and strategy and policy. Concentrations are available in the areas of accounting (with options for further specialization), computer science, economics, finance, information systems, marketing, operations management, leadership, and general management. The Carroll School also offers co-concentrations in business analytics and entrepreneurship. Students are encouraged to pursue minors and majors in the Morrissey College of Arts and Sciences as well.

Social Enterprise Competition

Social entrepreneurship focuses on identifying a social problem and using entrepreneurial principles to establish a venture aimed at fostering social change. Originally established as a separate competition by five students at Boston College in 2011, the Social Enterprise Competition has now been established as a specialized track of the Venture Competition. It combines the fundamentals of entrepreneurship with the Jesuit ideals of "men and women for others" by providing an avenue for students looking to found social ventures.

In spring 2014, Global Enterprise for Medical Advancement (GEMA), a mobile app to provide medical solutions and information in West Africa, won first place in the Social Enterprise Competition.

In spring 2015, the winning team was Include-Play-Learn, a project to open the first accessible playground and inclusive library environment at the Epicentre educational facility in Ghana. Team members envision that revenue generated through the operation of after-school programs, book clubs, inclusive sports leagues, and playground activities will allow Include-Play-Learn to offer scholarships children with disabilities from low-income families.

Boston Foods, a market-based and self-sustaining hunger relief program, won the second place prize. Third place went to Noggin, a software application providing a mobile assistive communications solution to disabled individuals.

Notable among the recent Carroll School undergraduate courses relevant to the PRME responsible leadership goals are:

Technology and Economic Development: “TechTrek Ghana” (Information Systems Department)

Sometimes referred to as TechTrek Ghana, this is a competitively admitted, interdisciplinary course that combines classroom learning examining trends in technology in emerging markets with a week-long field study to Accra, Ghana. The class will study how technology is fostering growth and entrepreneurship in the developing world, as well as the challenges for those wishing to harness the promise of these advances. The classroom component will include lecture, seminar-style learning, and presentations from visiting experts, and is held in the second half of the spring semester. The field study is planned for the third week in May, following spring exams. The course is open as an elective to all Boston College undergraduate students, and should have broad appeal to students studying technology, as well as those students interested in international business, economics, and global development.

Social Media and Digital Management (Information Systems Department)

The past few years have witnessed the rapid rise of a new type of information technology, commonly known as Web 2.0 or social media and typified by such sites as Facebook, Wikipedia, and Twitter. These new tools both present immense opportunities and pose considerable threats for businesses of all kinds companies. This course explores the major social media tools in-depth and the characteristics that are associated with their effective use. We will also explore how social media is affecting the social landscape and potential business strategies that are enabled and necessitated by these tools.

Managing for Social Impact and the Public Good (Information Systems Department)

Managing for social impact in the 21st century is a multi-faceted challenge. This course will provide students with an interdisciplinary framework for exploring how corporations engage with social impact issues that are outside the conventional definitions of shareholder value and wealth creation. Through a combination of research, reading, class discussion, group projects, and case studies, students will examine and debate the boundaries of corporate social and ethical responsibility for public good. They will learn about the various frameworks and metrics that are in widespread use to measure global and local impacts of large enterprises, including impact investing, public benefit corporations, the Triple and Quadruple Bottom Lines, and the Global Reporting Initiative. Course topics include corporate impacts on sustainability and the environment, economic development and resource allocation, employees and customers, as well as the extended impact of supply chain vendors and partners, impact investing, and the use of technology and social media to manage corporate image and engage with various stakeholder communities. As part of a semester-long team project, students will work together to conduct in-depth research on the multiple social impacts of a selected global enterprise with a presence in the Boston area.

Management of Innovation (Information Systems Department)

This course explores the strategic role of technology and innovation in the survival and success of firms. The object of the course is to introduce students to tools and concepts they will need to: (1) assess the prospects and managerial implications of emerging technologies; (2) identify and evaluate opportunities to gain competitive advantage through innovation; (3) develop a strategy for deploying new technologies; (4) understand how to appropriate the value of the technologies being deployed; and (5) nurture the innovative capabilities of the firm. The course has a strong emphasis on high technology industries in the selection of case examples.

Social Change Marketing (Marketing Department)

Business leaders are increasingly being called upon to co-create business and social value. This requires marketers to look beyond traditional approaches to identify opportunities to promote social good. In this course students will develop a keen understanding of how marketing can effect social change. It will examine a variety of social causes and cover programs implemented by both for-profit and non-profit organizations. The course will also explore analytical concepts and techniques relevant for evaluating these programs. Through lectures and case discussions we will examine best practices in the areas of social marketing, cause-related marketing and corporate social responsibility.

Social Innovation & Entrepreneurship (Management and Organization Department)

Social entrepreneurship brings innovative market-based solutions to tackle problems in education, healthcare, housing, recycling, economic development, and sustainable water and energy supply. A commitment to measurable outcomes in line with mission needs to be combined with: customer orientation, design thinking, analysis of competitive landscapes, agility to adapt to external trends, and building strategic partnerships to leverage scarce resources. This course focuses on skill development and includes case studies to evaluate social enterprises in US and internationally using a range of business models. Students will develop pitches and business plans for their own social venture ideas. This course is open to students from all majors.

Topics: Urban Real Estate (Business Law & Society Department)

The course explores both the art and science of neighborhood transformation. What social, cultural, political, real estate development, market, design, financing, property management, and supportive service factors are most critical to successfully transforming neighborhoods? The course examines both local and national formerly distressed public housing projects that have been successfully transformed into successful mixed-income and mixed-use communities.

Consulting Clinic

A capstone course combining in-class learning with a real-world, real-time experience as a management consultant. The classroom component focuses on the principles, methodology, and tools used by consulting organizations to deliver and manage change and drive breakthrough performance. The class examines consultative skills, project management, client management, teamwork, and presentation skills. The field study component brings students together in teams to work with clients on the challenges and opportunities confronted by leading not-for-profit organizations. The course advances the paradigm: Management in Service. The course includes a final presentation to the client detailing findings and recommendations from the engagement.

Additional undergraduate courses relevant to the PRME objectives:

Portico

This is the introductory course for Carroll School of Management's first year students. Topics include ethics, leadership, globalization, economic development, capitalism, innovation, entrepreneurship, vocational discernment, and the functional areas of business. The course is an interactive three-credit seminar, serves as one of the five courses in the fall semester, and fulfills the ethics requirement for the Carroll School. The instructor serves as an academic advisor during the student's first year.

Law and Ethics (Business Law & Society Department)

This course examines the legal and ethical challenges faced by business people in today's global society, focusing on the interplay of legal and ethical obligations in the business environment, the extent to which

they overlap, and the application of moral principles in the absence of legal requirements. While laws provide some guidance on the right course of action, individuals are not strictly constrained by legal principles. The emphasis throughout this course is on assisting students to develop the decision-making skills necessary for their future roles as responsible managers and leaders.

Ethics & Professionalism in Accounting (Accounting Department)

The professional role of the Certified Public Accountant (CPA) is to protect the investing public, yet the CPA's profit is dependent on controlling costs and managing a portfolio of satisfied corporate clients. These realities lead to a conflict of interest that is at the heart of this course. This course will focus on the nature of professions and professionalism. Specific attention will be paid to the AICPA's code of ethics, economic, and regulatory factors affecting the public accounting profession, and various aspects of the current accounting environment.

Technology and Culture (Information Systems Department)

This interdisciplinary course will first investigate the social, political, psychological, ethical, and spiritual aspects of the Western cultural development with a special emphasis on scientific and technological metaphors and narratives. We will then focus on the contemporary world, examining the impact of our various technological creations on cultural directions, democratic process, the world of work, quality of life, and especially on the emergent meanings for the terms "citizen" and "ethics" in contemporary society. Students will explore technologies in four broad and interrelated domains: (1) computer, media, communications, and information technologies, (2) biotechnology, (3) globalization, and (4) environmental issues.

New Media Industries (Information Systems Department)

This course is designed to introduce the changing business models of new media (video game, music, movies, print, advertising, and television) industries. This is achieved by examining in detail the technology enablers and disruptive forces in both the U.S. and worldwide, consumer behaviors and attitudes, and legal and regulatory concerns. A special emphasis will also be placed on media companies whose business models have been heavily influenced or altered by digital distribution.

Analytics & Business Intelligence (Information Systems Department)

Modern information systems now generate massive volumes of data. Organizations everywhere struggle to aggregate, analyze, and monetize the growing deluge of data. Business Analytics capitalizes on this data by combining statistical and quantitative analysis, explanatory and predictive modeling, and fact-based management. Managers can explore patterns, predict future trends and develop proactive, knowledge-driven decisions that affect all parts of modern organizations. This course provides students with a pragmatic familiarity with the capabilities and limitations of emerging analytics techniques, an introduction to the R statistical computing software, an overview of methods and tools, and a core understanding required to be an intelligent manager, designer, and consumer of analytics models.

TechTrek West - Undergraduate (Information Systems Department)

TechTrek West is a three-credit, field-study course combining class work the weeks prior to and one week after spring break with a week-long field-study to Silicon Valley. During spring break, students will travel to Silicon Valley to meet with senior executives, entrepreneurs, and venture capitalists in technology industry firms. While focusing on the tech industry, TechTrek is designed to appeal to all majors. Course work and visits will have a managerial focus, highlighting executive, marketing, finance, operations, and R&D functions.

E-Commerce (Information Systems Department)

Electronic commerce lies at the forefront of modern marketing and strategic management, altering the competitive landscape for large and small corporations alike. The Internet and new media are reshaping industries, creating new opportunities, and challenging existing commercial models and relationships. Managers will need to understand the underpinnings of electronic commerce in order to make informed decisions about the future their firms and industries. Using a managerial perspective, this course focuses on

key issues related to e-commerce industry, including strategy development, competitive advantage, current and emerging technologies, pricing, distribution channels, promotion, and advertising.

Ethical Leadership Skills (Management and Organization Department)

This course focuses on ethics leadership and engagement methods in different types of pre-modern, modern, and post-modern organizational and political-economic contexts. What are our visions of ethical leadership, relationships, and organization? What were we doing when we were at our best in leading meaningful and effective change and problem resolution in our relationships with family and friends and in our work and citizenship lives? What have been the individual, organizational, and environmental obstacles that made it difficult for us to lead meaningfully and effectively? What are different types of methods in trying to intervene and lead ethical change?

Managing Diversity (Management and Organization Department)

Students in this course will learn about contemporary empirical and theoretical research on the dynamics of international culture, gender, race, and other special differences in the workplace. They can also increase skills in diagnosing and solving diversity-related conflicts and dilemmas, and develop a capacity to distinguish a monolithic organization from one that treats diversity as a competitive advantage.

Notable among the recent CSOM graduate courses relevant to the PRME responsible leadership goals are:

Nonprofit Management (Management and Organization Department)

This course provides an opportunity to explore essential management issues in a nonprofit context alongside topics that are somewhat unique to the nonprofit sector, including distinctive funding methods, governance, and staffing structures. Topical areas include social entrepreneurship, venture philanthropy, leadership, strategic planning, performance measurement, cause marketing, and microfinance. In addition to case and article discussion, the course features local, national, and international nonprofit leaders as guest speakers. The course aims to provide future nonprofit managers, volunteers, board members, donors, or supporters with a more nuanced understanding of critical issues and important trends in the nonprofit sector.

Social Entrepreneurship (Management and Organization Department)

Creating and leading a sustainable social enterprise requires a strong customer orientation, the agility to adapt to external trends, a desire to build strategic partnerships, and a commitment to making measurable social impact. Students will evaluate both successful and struggling social enterprises, and look at many ways to innovate at different parts of the value chain, to balance mission and profits, to access alternative financing including social impact investors and crowdsourcing, and to design appropriate performance metrics. Students will develop pitches and write business plans for their own social enterprise ideas.

Additional graduate courses relevant to the PRME objectives:

Ethics & Professionalism in Accounting (Accounting Department)

The professional role of the Certified Public Accountant is to protect the investing public, yet the CPA's profit is dependent on controlling costs and managing a portfolio of satisfied corporate clients. These realities lead to a conflict of interest that is at the heart of this course. This course will focus on the nature of professions and professionalism. Specific attention will be paid to the AICPA's code of ethics, economic and regulatory factors affecting the public accounting profession, and various aspects of the current accounting environment.

Special Topics: TechTrek West - Graduate (Information Systems Department)

Graduate TechTrek West is a three-credit field study to Silicon Valley and Seattle scheduled roughly starting from January 2 with students returning before the start of the spring semester. Preparatory course

work will occur during the fall prior to the field experience. While focusing on the tech industry, TechTrek is designed to appeal to all majors. Visits will have a managerial focus, highlighting executive, marketing, finance, operations, and R&D functions.

Managing Business in Society (Management and Organization Department)

This course deals with the complexities of managing corporate sustainability and responsibility (new CSR) in today's dynamic and ever-more difficult world. Emphases include the integration of issues related to business in society, ethics, responsibility, accountability, transparency, governance, and ecological sustainability into corporate strategies and practices. We use a strategic management lens to learn the potential sources of strategic and competitive advantage that can derive from CSR, and explore some of the problems associated with poor responsibility practices.

E-Commerce (Information Systems Department)

This course provides a framework for students to analyze three important and interrelated components of the wave of electronic commerce. Analyzed first is the network and security infrastructure required for business to flourish on the web. The second part of the course will examine how Internet applications are changing business processes and the strategic issues that these changes pose for corporate managers. The third part of the course focuses on a more detailed look at key industry sectors and challenges students to develop a model for the evolution of electronic commerce within each industry.

Summer Management Catalyst Program

Launched in 2014, the Carroll School's Summer Management Catalyst Program designed exclusively for non-management students, particularly for students in the sciences and liberal arts. The Catalyst Program is an intensive, full-time, 10-week program, designed to develop a solid and broad foundation in the functional areas of management. Participants take four full courses and five mini courses that cover a wide range of business management topics, including management, accounting, finance, marketing, operations, ethics, law, and strategy.

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Many of the Carroll School's faculty members engage in research and other scholarship related to PRME's Principle 4, as detailed below by department.

Accounting

Carter, M. E. (Author & Presenter), University of Colorado Summer Accounting Conference, "Trends in executive gender pay and incentive gaps: the role of board diversity," University of Colorado, Aspen, CO. (June 2013).

Carter, M. E. (Author & Presenter), Duke University, "Trends in executive gender pay and incentive gaps: the role of board diversity," Duke University, Durham, NC. (May 2013).

Cohen, J. R., Simnett, R. (2015). CSR and Assurance Services: A Research Agenda. *Auditing: A Journal of Practice and Theory*, February, 59-74. [Accepted: July 2014, Published: February 2015, Submitted: April 2014]

Cohen, J. R., Dalton, D., Harp, N., McMillan, J. (2014). Antecedents and Consequences of Perceived Gender Discrimination in Public Accounting and Corporate Organizations. *Auditing: A Journal of Practice and Theory*. [Accepted: March 2014, Published: August 2014, Submitted: July 2013]

Cohen, J. R., Nath, L., Holder-Webb, L. (2013). Will Women Lead the Way? Differences in Demand for Corporate Social Responsibility Information for Investment Decisions. *Journal of Business Ethics*, 118(1), 85-102. [Accepted: December 2012, Published: November 2013, Submitted: November 2011]

Cohen, J. R., Krishnamoorthy, G., Wright, A., Hayes, C., Monroe, G. (2013). The Effectiveness of SOX regulation: An Interview Study of Corporate Directors. *Behavioral Research in Accounting*, 25(1), 61-89. [Accepted: October 2012, Published: March 2013, Submitted: October 2010]

Cohen, J. R., L.-W. (2012). The Cut and paste Society. *Journal of Business Ethics*, 107(4), 585-610. [Published: June 2012, Submitted: January 2011]

Cohen, J. R., Holder-Webb, L., Nath, L., Wood, D. (2012). Discretionary Corporate Reporting of Non-Financial Performance Metrics. *Accounting Horizons*, 65-90. [Accepted: September 2011, Published: March 2012, Submitted: June 2009]

Cohen, J. R., International Symposium on Audit Research (ISAR), "Professional Skepticism in Practice: An Examination of the Influence of Accountability on Professional Skepticism," ISAR, Maastricht. (June 2014).

Cohen, J. R., American Accounting Association Annual meeting, "Will Women Lead the Way? Differences in Information Preferences for Investment Decisions," AAA, DC. (August 2012)

Business Law and Society

Greene, S. M., Annual Meeting Academy of Legal Studies in Business, "Protecting Trademarks in a Global Environment," Academy of Legal Studies in Business/ Charles M. Hewitt Master Teacher Competition, Kansas City, Missouri. (August 2012).

Greene, S. M., North Atlantic Regional Business Law Association, "First Amendment Issues in Off-Label Promotion of Pharmaceuticals," North Atlantic Regional Business Law Association, Boston University, Boston Massachusetts. (April 2013).

O'Brien, C. N., Greene, S. M., Academy of Legal Studies in Business Holmes Cardozo Finalist Presentation, "Exceeding Authorized Access in the Workplace: Prosecuting Disloyal Conduct under the Computer Fraud and Abuse Act," Academy of Legal Studies in Business, Kansas City, MO. (August 11, 2012).

Greene, S. M., O'Brien, C. N. (2015). The NLRB v. the Courts: Showdown Over the Right to Collective Action in Workplace Disputes. To appear in *American Business Law Journal*, 52(4), 75-130. [Accepted: March 2014, Published: January (1st Quarter/Winter) 2015, Submitted: October 29, 2013]

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Twomey, D. P. (2012). "Unnecessary Burdens on Employers: Time for the EEOC to Improve its Systemic Discrimination Initiative". *Labor Law Journal*, 63(2), 81-92. matt.pavich@wolterskluwer.com [Published: July (3rd Quarter/Summer) 2012]

Carroll School of Management

Geletkanycz, M. A. (Leader), Next Generation Environmental, Social and Governance PhD Workshop, "Future Directions in Governance Research," Bentley University, Waltham, MA. (May 21, 2013).

Geletkanycz, M. A., Distinguished Researcher Seminar, "In Search of Good Governance: Institutional Rivalries and the Transformation of the U.S. Directorial Elite," Ludwig-Maximilian University, Munich, Germany. (December 17, 2014).

Geletkanycz, M. A., International Meeting of the IACMR, "Corporate Governance Reform: The Confluence of Multiple Institutional Forces," IACMR, Beijing, China. (June 20, 2014).

- Geletkanycz, M. A., Invited Scholar Forum, "In Search of Good Governance: Institutional Rivalries and the Transformation of the U.S. Directorial Elites," Rice University, Houston, TX. (April 18, 2014).
- Mc Gowan, R. (2012). "Australian Gambling Culture and Economic Development. *Gaming Law Review and Economics*, Mary Ann Liebert Inc, 16(12), 729-734. liebertpub.com/glre [Accepted: October 2012, Published: December 2012, Submitted: August 2012]
- Mc Gowan, R. (2012). Casino or No Casinos: What are the Revelant Considerations. *Gaming Law Review and Economics*, Mary Ann Liebert Inc, 16(1-2), 27-42. liebertpub.com/glre [Accepted: December 2011, Published: January (1st Quarter/Winter) 2012, Submitted: September 2011]
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- Mc Gowan, R. (2014). The Dilemma that is Sports Gambling. *Gaming Law Review and Economics*, 18(7), 670-677. www.liebertpub.com/glre [Accepted: July 2014, Published: September 2014, Submitted: March 2014]
- Mc Gowan, R. (Author & Presenter), 15th International conference on Gambling and Risk Taking, "Sports Gambling The Final Frontier for Legalized Gambling?," American Gaming Association, Las Vegas. (May 25, 2013).
- Mc Gowan, R. (Author), 7th International Political Marketing Conference, "Public Affairs: Past, Present and Future", " *Journal of Public Affairs*, Stockholm, Sweden. (September 2013).
- Mc Gowan, R., European Internet Gambling Conference, "Internet Gambling and US State Regulators," Internet Gambling Association, Amsterdam. (June 15, 2014).
- Mc Gowan, R., International Association of Business and Society, "Revisiting the "Sin" Industries: Lessons for Public Policy makers," IABS, Sydney. (June 6, 2014).
- Moosmayer, D. (Coordinator/Organizer), Wang, L. (Presenter), Huhn, M. (Presenter), Dierksmeier, C. (Presenter), Gohl, C. (Presenter), Waddock, S. A. (Discussant), Academy of Management Annual Meeting, "Questioning Self-Interest Addressing the Hidden Moral Impact of Management Theory and Education," Management Education Division, Orlando, FL. (August 2013).
- Muff, K. (Coordinator/Organizer), Pirson, M. (Moderator), Waddock, S. A. (Panelist), Scharmer, O. (Panelist), Tsui, A. S. (Panelist), Academy of Management Annual Meeting, "Capitalism in Question: Management Education in Trouble? Rethinking Management Education," All Academy Theme Committee, Orlando, FL. (August 2013).
- Perey, R. (Coordinator/Organizer), Reichel, A. (Coordinator/Organizer), Egri, C. P. (Panelist), Jack, G. (Panelist), Jermier, J. M. (Panelist), Starik, M. (Panelist), Waddock, S. A., Academy of Management Annual Meeting, "Degrowth—Problems with Sensemaking: New Imaginaries for Management Science," Academy of Management, Philadelphia, PA. (August 2014).

- Pio, E., Waddock, S. A., Magaliso, M., McIntosh, M., Spiller, C., Takeda, H., Gladstone, J., Ho, M., Syed, J. (2013). "Pipeline to the Future: Seeking Wisdom in Indigenous, Eastern and Western Traditions," In Judith Ann Neal (Ed.), *The Handbook for Faith and Spirituality in the Workplace*. Springer. [Published: 2013, Submitted: 2012]
- Pirson, M. (Coordinator/Organizer), Waddock, S. A., Dierksmeier, C. (Panelist), Habish, A. (Panelist), Wettsetein, F. (Panelist), Academy of Management Annual Meeting, "The Power of Words We Rarely Use: Dignity, Rights and Responsibility," Academy of Management, Philadelphia, PA. (August 2014).
- Rasche, A., Waddock, S. A. (2014). Global Sustainability Governance and the UN Global Compact: A Rejoinder to Critics. *Journal of Business Ethics* (122), 209-216. [Published: May 2014]
- Rasche, A., Waddock, S. A., McIntosh, M. (2013). In Guest Editors: Andreas Rasche, Sandra Waddock, Malcolm McIntosh (Ed.), Special Issue: The United Nations Global Compact: Retrospect and Prospect (1st ed., vol. 52). *Business & Society*. [Published: 2013]
- Rasche, A., Waddock, S. A., McIntosh, M. (2013). The United Nations Global Compact: Retrospect and Prospect. To appear in *Business & Society*, 52, 6-30. [Accepted: 2012, Published: 2013]
- Sachs, S. (Coordinator/Organizer), Mahoney, J. (Coordinator/Organizer), Coff, R. (Panelist), Donaldson, T. (Panelist), Waddock, S. A., Zollo, M. (Panelist), Academy of Management Annual Meeting, "Redesigning Capitalism: New Narratives for Firms' Value Creation," All Academy Theme Committee, Orlando, FL. (August 2013).
- Sachs, S. (Coordinator/Organizer), Mahoney, J. (Coordinator/Organizer), Donaldson, T. (Panelist), Waddock, S. A. (Panelist), Phillips, R. (Panelist), Post, J. E. (Panelist), Sachs, S. (Panelist), Freeman, R. E. (Panelist), Academy of Management Annual Meeting, "Value Creation with 'People for People'" Professional Development Workshop, Boston, MA USA. (August 2012).
- Sulkowski, A. (Presenter), Waddock, S. A. (Presenter), Law and the History of Corporate Social Responsibility, "Beyond Sustainability Reporting: Integrated Reporting is Practice, Required & More Would be Better," University of St. Thomas, Minneapolis, MN. (April 2013).
- Sulkowski, A., Waddock, S. A. Beyond Sustainability Reporting: Integrated Reporting is Practice, Required & More Would be Better. To appear in *St. Thomas Law Review* (10), 1060-1123. [Accepted: 2013]
- Surroca, J. (Author & Presenter), Tribo, J. (Author), Waddock, S. A. (Author), Strategic Management Society annual meeting, "Performance Effects of Coupling Strategic Change with CSR During the 2008 Market Crash," Strategic Management Society, Prague, The Czech Republic. (October 2012).
- Surroca, J. (Author & Presenter), Tribo, J. (Author), Waddock, S. A. (Author), Academy of Management Annual meeting, "The Performance Effects of Coupling Strategic Change

with CSR During the 2008 Market Crash," Business Policy and Strategy Division, Boston, MA USA. (August 2012).

- Voegtlin, C. (Coordinator/Organizer), Rasche, A. (Coordinator/Organizer), Sethi, S. (. (Panelist), Schepers, D. (Panelist), Waddock, S. A. (Panelist), Berliner, D. (Discussant), Prakash, A. (Discussant), Scherer, A. G. (Panelist), Williams, O. (Discussant), Academy of Management Annual Meeting, "Empty Words? The Contested Nature of the UN Global Compact. Showcase Symposium.," Academy of Management, Philadelphia, PA. (August 2014).
- Waddock, S. A. (2012). "UN Global Compact: An Idea Whose Time Has Come?," In Joanne T. Lawrence and Paul W. Beamish (Ed.), In *Globally Responsible Leadership: Business According to the UN Global Compact* (pp. 51-69). Thousand Oaks, CA: Sage. [Accepted: 2011, Published: 2012]
- Waddock, S. A. (2013). "The Wicked Problem of Developing a New Social Contract," In Malcolm McIntosh (Ed.), *The Necessary Transition: Transition and Transformation Issues in the Journey Towards a Sustainable Enterprise Economy* (pp. 131-146). Sheffield: Greenleaf Publishing. [Accepted: 2011, Published: 2013]
- Waddock, S. A. (2013). 2013 Global Dialogue on Sustainable Business Report, Deusto Business School, Bilbao, Spain, 26-28 June, 2013. Deusto, Basque Country: Deusto Business School.
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- Waddock, S. A. (2013). The Wicked Problems of Global Sustainability Need Wicked (Good) Leaders and Wicked (Good) Collaborative Solutions. *Journal of Management for Global Sustainability*, International Association of Jesuit Business Schools, 1(1), 91-111. journals.ateneo.edu/ojs/index.php/jmgs/article/view/JM2013.01106 [Published: 2013, Submitted: 2013]
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- Waddock, S. A. (2014). "Cross-Sector/Cross-Boundary Collaboration: Making a Difference Through Practice," In May Seitanidi and Andrew Crane (Ed.), *Social Partnerships and Responsible Business: A Research Handbook* (pp. 335-341). New York: Routledge. [Accepted: 2012, Published: 2014]
- Waddock, S. A. (2014). "The Changing Social Role of Business in a World of Collapsing Boundaries," In Michael Pirson Ulrich Steinworth, Carlos Largacha-Martinez, Claus Dierksmeier (Ed.), *From Capitalistic to Humanistic Business*. New York: Palgrave. [Published: December 2014]
- Waddock, S. A. (2014). Changing the Meme of Constant Growth. Network for Business Sustainability. Network for Business Sustainability. nbs.net/changing-the-meme-of-constant-growth [Published: August 2014]
- Waddock, S. A. (Chair), Freeman, R. E. (Presenter), Matten, D. (Panelist), Jamali, D. (Panelist), Mair, J. (Panelist), Wardiwiyono, S. (Panelist), 5th International Conference on Corporate Social Responsibility, "Plenary Panel on the Emerging Institutional Infrastructure for Corporate Responsibility," Humboldt University, Berlin, Germany. (October 5, 2012).
- Waddock, S. A. (Coordinator/Organizer), Clair, J. (Coordinator/Organizer), Bansal, T. (Presenter), Eccles, R. (Presenter), Hoffman, A. (Presenter), Lydenberg, S. (Presenter), Academy of Management, "Wicked Problems and the 'Informal' Economy of Ideas: Moving Ideas from the Informal to the Formal Economy of Ideas," Boston, MA. (August 5, 2012).
- Waddock, S. A. (Coordinator/Organizer), McIntosh, M. (Coordinator/Organizer), Freeman, R. Edward (Presenter), Pio, E. (Presenter), Spiller, C. (Presenter), International Association of Business in Society Annual Meeting, "Evolution, Shamans, and Adaptation: What Is/Could Be the Role of Academics in System Change," International Association of Business in Society, Sydney, Australia. (June 2014).
- Waddock, S. A. (Coordinator/Organizer), Rasche, A. (Coordinator/Organizer), Hart, S. (Panelist), Shrivastava, P. (Panelist), Steckler, E. L. (Discussant), Stadler, L. (Discussant), Academy of Management Annual Meeting, "Becoming an Intellectual Shaman: Tackling Big Ideas Around Social, Ecological, and Economic Issue," Academy of Management, Philadelphia, PA. (August 2014).

- Waddock, S. A. (Coordinator/Organizer), Rasche, A. (Coordinator/Organizer), Dierksmeier, C. (Panelist), Lee, J. (Discussant), Muff, K. (Panelist), Pirson, M. (Panelist), Sachs, S. (Panelist), Steckler, E. (Panelist), Academy of Management Annual Meeting, "Capitalism in Crisis and Other Conundrums: Tackling the Big Questions," All Academy Theme Committee--Professional Development Workshop, Orlando, FL. (August 2013).
- Waddock, S. A. (Coordinator/Organizer), Rasche, A. (Coordinator/Organizer), Adler, N. J. (Panelist), Scharmer, O. (Panelist), Mintzberg, H. (Panelist), Shrivastava, P. (Panelist), Waddock, S. (Panelist), Sulkowski, A. (Panelist), Freeman, R. Edward (Discussant), Academy of Management Annual Meeting, "Capitalism in Question: Towards an Economics of Justice, Sustainability, and Economic Thrivability," All Academy Theme Committee, Orlando, FL. (August 2013).
- Waddock, S. A. (Coordinator/Organizer), Rasche, A. (Coordinator/Organizer), Adler, N. J. (Panelist), Scharmer, O. (Panelist), Mintzberg, H. (Panelist), Shrivastava, P. (Panelist), Waddock, S. (Panelist), Sulkowski, A. (Panelist), Freeman, R. Edward (Discussant), Academy of Management Annual Meeting, "Capitalism in Question: Towards an Economics of Justice, Sustainability, and Economic Thrivability," Academy of Management, Orlando, FL. (August 2013).
- Waddock, S. A. (Coordinator/Organizer), The Problem of Growth...Is Growth, "The Problem of Growth...Is Growth," Initiative for Responsible Investment, Hauser Center, Harvard Kennedy School, Cambridge, MA USA. (December 14, 2012).
- Waddock, S. A. (Moderator), 3rd Global Forum for Responsible Management Education, "Various topics (3 sessions)," United Nations, Rio de Janeiro, Brazil. (June 14, 2012).
- Waddock, S. A. (Presenter), 3rd International Conference on Responsible Leadership, "Intellectual Shamans and Difference Makers: Stewardship Across Boundaries for the Necessary Transition," Albert Luthuli Centre for Responsible Leadership, University of Pretoria, Pretoria, South Africa. (November 2014).
- Waddock, S. A., 6th International Conference on Corporate Sustainability and Responsibility, "Stewardship: Taking Responsibility for the Future. In Responsibility: What Does It Mean? Who Is Responsible and for What?," Humboldt Universität, Berlin, Germany. (October 2014).
- Waddock, S. A. (Presenter), 5th International Conference on Corporate Social Responsibility, "What Are the Principles of Responsible Management Education," Humboldt University, Berlin, Germany. (October 5, 2012).
- Waddock, S. A. (Presenter), C-Lab: Corporate Responsibility in the Laboratory (Scholar/Practitioner Dialogue), "Intellectual Shamans and Stewardship of the Future: What Issues Will Shape Practice and Scholarship in the Future? Plenary Wrap-Up," Australian Centre for Corporate Social Responsibility and the International Association of Business in Society, Sydney, Australia. (June 2014).
- Waddock, S. A. (Presenter), Corporate Stewardship: Organization for Sustainable Effectiveness, "Stewardship of the Future: Large System Change and Company Stewardship," University of Southern California, Los Angeles, CA. (February 2014).

- Waddock, S. A. (Presenter), Future of Quality, "Aligning Responsibility and Quality Management through TRM (Total Responsibility Management)," American Society for Quality, Boston Section, Waltham, MA USA. (May 17, 2012).
- Waddock, S. A. (Presenter), La Trobe University Seminar Series, "Responsible Leadership: Stewardship of the Future," La Trobe University, Melbourne, Australia. (June 2014).
- Waddock, S. A. (Presenter), Tobias Leadership Conference, "Responsible Leadership: Stewardship of the Future," Randall L. Tobias Center for Leadership Excellence, Indiana University, Indianapolis, IN. (April 2014).
- Waddock, S. A., "Comments on SEE Change: Making the Transition to a Sustainable Enterprise Economy," Boston College Libraries, Chestnut Hill, MA USA. (February 21, 2012).
- Waddock, S. A., 5th International Conference on Corporate Social Responsibility, "Laudation for Archie Carroll," Humboldt University, Berlin, Germany. (October 4, 2012).
- Waddock, S. A., Academy of Management Annual Meeting, "Taking Stock of SIM (Social Issues in Management)," Social Issues in Management Division, Boston, MA USA. (August 2012).
- Waddock, S. A., Asia-Pacific Centre for Responsible Enterprise Meeting, "Leading in Uncertain Times: Stewardship of the Future," Asia-Pacific Centre for Sustainable Enterprise, Brisbane, Australia. (June 2014).
- Waddock, S. A., II Annual International Forum, Socially Responsible Business as a Basis for Sustainable Development, "CSR, Management Education, and the Future," Moscow International Business School (MIRBIS), Moscow, Russia (via Skype). (December 6, 2012).
- Waddock, S. A., Lozano, J. M. (2013). Developing More Holistic Management Education: Lessons Learned from Two Programs. *Academy of Management Learning and Education*, 12(2), 265-284. [Accepted: 2012, Published: 2013]
- Waddock, S. A., Practical Wisdom for Management, "Smart to Wise: What Yale Heard," Yale Divinity School, New Haven, CT. (July 2013).
- Waddock, S. A., Rasche, A. (2012). Building the Responsible Enterprise: Where Vision and Values Add Value (1st ed., pp. 359). Palo Alto, CA: Stanford University Press. [Published: 2012]
- Waddock, S. A., Second IECO-RCC International Colloquium, (Real Colegio Complutense) Harvard University, on The Role of Moral and Spiritual Motivation in Building Trust in Organizations, "Trust and Intrinsic Motivation: The Path to Wisdom," Harvard University, Cambridge, MA. (April 3, 2014).
- Waddock, S. A., Steckler, E. L. (2014). Visionaries and Wayfinders: Deliberate and Emergent Pathways to Vision in Social Entrepreneurship. *Journal of Business Ethics*. [Published: November 2014]
- Waddock, S. A., Third International Symposium on Cross Sector Social Interactions, "Difference Making in a World of Collapsing boundaries: Wicked Problems Need Wicked (Good)

Leaders and Wicked (Good) Collaborative Solutions," University of Erasmus, Rotterdam, Rotterdam, The Netherlands. (May 24, 2012).

Waddock, S. A., UN Conference on Sustainable Development, Side Event, "State of the Art of Integration of Sustainability in Organizational Performance Excellence," Aarhus University/ICOA, Rio de Janeiro, Brazil. (June 18, 2012).

Waddock, S. A., Wellesley Women in Business, Ethics Week, "Difference Making in the Real World," Wellesley College, Wellesley, MA. (April 8, 2014).

Finance

Munnell, A. H., Zhivan, N., Soto, M., Sass, S. A. (2012). How the Risk of Displacement for Older Workers Has Changed. *LABOUR*, 26(1), 90-107.
onlinelibrary.wiley.com/doi/10.1111/j.1467-9914.2011.00537.x/references [Published: March 2012]

Sadka, R. (Author & Presenter), "Skin in the game versus skimming the game? Governance, share restrictions, and insider flows," Purdue University. (April 2011).

Information Systems

Gips, J., Zhang, M., Anderson, D. "Towards a Google Glass Based Head Control Communication System for People with Disabilities," Proceedings of HCI International 2015. Elsevier. [Accepted: December 2014, Submitted: November 3, 2014]

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Management and Organization

Clair, J. (2015). Perceived Injustice in the System of Peer-Review As an Inciter of Scientific Misconduct. *Academy of Management Learning and Education*. [Accepted: July 2014, Published: April (2nd Quarter/Spring) 2015, Submitted: January 20, 2013]

Clair, J. (Other), Academy of Management, "Coalition for Faculty Diversity Publishing Workshop," Boston, MA. (August 3, 2012).

Clair, J., Humberd, B., Heather, C., Laura, M. R. (2012). Marginal memberships: When gender and race act as a barrier to professional identity construction at work. *Organizational Psychology*

DeJordy, R., Almond, B., Nielsen, R. P., Creed, D. (2014). Serving Two Masters: Exploring Dialectical Resolutions To Institutional Contradictions. To appear in *Research in the Sociology of Organizations*, 41(1). [Accepted: September 2013, Published: 2014, Submitted: December 2012]

- Do, B. (Author & Presenter), Bartunek, J. M. (Author), Positive Organizational Scholarship, "Job gratitude: Grateful attitude toward work, relationships, and organization," Ann Arbor, MI. (May 2013).
- Do, B. (Author & Presenter), Bartunek, J. M. (Author), Seo, M.-G. (Author), Academy of Management, "Episodic gratitude at work: Developing the construct," Orlando. (August 2013).
- Harrison, S. H., University of Washington at St. Louis Speaker Series, "The Role of Hope in Organizing," University of Washington at St. Louis, St. Louis, MI. (October 2013).
- Harrison, S. H., Wharton OB Conference 2013, "The Role of Hope in Organizing," Wharton, Philadelphia, PA. (November 2013).
- Humberd, B., Clair, J., Creary, S. In Our Own Backyard: When a Less Inclusive Community Challenges Organizational Inclusion. To appear in *Equality, Diversity and Inclusion*. [Accepted: August 2014]
- Kish-Gephart, J., Detert, J. R., Treviño, L. K., Baker, V., Martin, S. R. (2014). Situational moral disengagement: Can the effects of self-interest be mitigated?. *Journal of Business Ethics*, 125, 267-285. link.springer.com/article/10.1007/s10551-013-1909-6 [Accepted: September 2013, Published: December 2014, Submitted: January 2013]
- Ladge, J., Clair, J., Greenberg, D. (2012). Neither here nor there: Pregnancy as a period of liminality, identity exploration and elaboration. *Academy of Management Journal*. [Accepted: December 2011, Published: January (1st Quarter/Winter) 2012]
- Martin, S. R., Gephart, J. K., Detert, J. R. (2014). Blind Forces: Ethical infrastructures and moral disengagement in organizations. *Organizational Psychology Review*, 4(4), 30. opr.sagepub.com/content/4/4/295 [Accepted: January 2014, Published: November 2014, Submitted: November 2013]
- Nielsen, R. P. (2014). "Hannah Arendt and the Eichmann Archetype: From 'Banality of Evil' to 'Institutional Sociopath?," In Jenny Helin, Tor Hernes, Daniel Hjorth, Robin Holt (Ed.), *Oxford Handbook of Process Philosophy and Organization Studies*. Oxford, U.K.: Oxford University Press. [Accepted: June 2013, Published: 2014, Submitted: December 2012]
- Nielsen, R. P. (2014). Chris Argyris: A Memoriam. To appear in *Action Research Journal*, Sage Publications. [Accepted: December 2013, Published: 2014, Submitted: December 2013]
- Nielsen, R. P. (2014). In Daryl Koehn and Dawn Elm (Ed.), "Workplace Democracy," *Encyclopedia of Business Ethics*. New York, New York: Wiley Blackwell. [Accepted: November 2011, Published: April (2nd Quarter/Spring) 2014]
- Nielsen, R. P. (2015). Action Research As Ethics Praxis Method. To appear in *Journal of Business Ethics*, Springer Publications. [Accepted: December 2014, Published: 2015, Submitted: March 2014]
- Nielsen, R. P., Balachandra, L. (2013). "Whistle-Blowing Methods for Navigating Within and Helping Reform Regulatory Institutions". To appear in *Journal of Business Ethics*, 112,

385-395. [Accepted: February 2012, Published: April (2nd Quarter/Spring) 2013, Submitted: September 2011]

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Nielsen, R. P., Massa, F., Society For Business Ethics, "Reintegrating Ethics and Institutional

Nielsen, R. P., Society for Business Ethics, "Ethical, Behavioral, and Political-Economic Implications of "Too Big To Jail", " Society for Business Ethics, Symposium, Orlando Florida. (August 2013).

Pratt, M. G., Pradies, C., Lepisto, D. (2013). "Doing well, doing good, and doing with: Organizational practices for effectively cultivating meaningful work," In B. Dik, Z. Byrne, & M. Steger (Ed.), *Purpose and Meaning in the Workplace*. APA Books. [Accepted: June 2012, Published: 2013, Submitted: October 2010]

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Steckler, E. L., Bartunek, J. M. "Revealing Themes: Applying a Positive Lens to the Chapters on Social Change Agency.," *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*. New York: Psychology Press. [Accepted: 2011]

Vadera, A. K., Pratt, M. G., Mishra, P. (2013). Constructive deviance in organizations: Integrating and moving forward. *Journal of Management*, 39(5), 1221-1276. [Accepted: December 2012, Published: July (3rd Quarter/Summer) 2013, Submitted: February 2012]

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Marketing

Nenkov, G. Y. (Author & Presenter), Salisbury, L. (Author), Association for Consumer Research Annual Conference, "The Influence of Debt Repayment Goals on Repayment Decisions and Perceived Progress," Association for Consumer Research, Vancouver, BC, Canada. (October 2012).

- Ordabayeva, N., Chandon, P. (2012). When Spending Hurts. *The European Business Review*, 2012(July-August), 41-43. www.europeanbusinessreview.com/?p=2578 [Accepted: July 2012, Published: July (3rd Quarter/Summer) 2012, Submitted: June 9, 2012]
- Ordabayeva, N. (Author & Presenter), University of Lausanne Marketing Research Seminar Series, "How Packaging Makes Us Fat: Volume Estimation Heuristics and Size Preferences," University of Lausanne, Lausanne, Switzerland. (February 2013).
- Ordabayeva, N. (Chair), North American Association for Consumer Research Conference, "At the Bottom of the Pyramid: How Consumers Cope with Low Status," Erasmus University, Vancouver, Canada. (October 2012).
- Ordabayeva, N. (Author & Presenter), North American Association for Consumer Research Conference, "When Improving Equality Promotes Selfish Behavior," Erasmus University, Vancouver, Canada. (October 2012).
- Ordabayeva, N. (Author & Presenter), Wageningen University Marketing Research Seminar Series, "How Packaging Makes Us Fat: Volume Estimation Heuristics and Size Preferences," Wageningen University, Wageningen, The Netherlands. (October 2012).
- Ordabayeva, N. (Author & Presenter), International Society for Consumer Psychology Conference, "When Improving Equality Promotes Selfish Behavior," Erasmus University, Florence, Italy. (June 2012).
- Ordabayeva, N. (Author & Presenter), Bocconi University Marketing Brown Bag Seminar Series, "Effects of Perceived and Actual Income Distribution on Preferences for Conspicuous Consumption," Bocconi University, Milan, Italy. (January 2012).
- Salisbury, L. (2014). Minimum Payment Warnings and Information Disclosure Effects on Consumer Debt Repayment Decisions. *Journal of Public Policy and Marketing*, 33(1), 49-64. [Accepted: August 2013, Published: January (1st Quarter/Winter) 2014, Submitted: August 2011]
- Navarro-Martinez, D., Salisbury, L., Lemon, K. N., Stewart, N., Matthews, W. J., Harris, A. J. L. (2011). Minimum Required Payment and Supplemental Information Disclosure Effects on Consumer Debt Repayment Decisions. *Journal of Marketing Research*, 48(November), S60-S77. [Accepted: May 2011, Published: November 2011]
- Salisbury, L. (Presenter), 2014 Boulder Conference on Consumer Financial Decision Making, "The 'Helpful' Role of Marketing of Complex Financial Products," University of Colorado Boulder, Boulder, CO. (May 2014).
- Salisbury, L. (Author & Presenter), Centre for the Study of Choice, "Minimum Payment and Loan Cost Information Effects on Consumer Debt Repayment Decisions," University of Technology Sydney, Sydney, NSW, Australia. (September 5, 2012).
- Salisbury, L., Seiders, K. (2013). In Linda Salisbury and Kathleen Seiders (Ed.), *The Changing Role of Policy in Consumer Well-Being: 2013 Marketing & Public Policy Conference Proceedings* (vol. 23). Chicago, IL: American Marketing Association. [Published: May 2013]

Principle 5:

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Boston College's Chief Executives Club

Several times each year, Boston's business leaders gather at Boston College's Chief Executives Club, long recognized as one of the country's premier business forums. The keynote speakers at these events are CEOs drawn from the top echelons of their fields – thought leaders who welcome the opportunity to address an audience of their peers.

CEO speakers and the topics presented for discussion during the past three years of this program include:

2015

Wednesday, June 10, 2015

Kevin Plank, Founder, Chairman, and Chief Executive Officer, Under Armour
"From Grandma's Basement to The World Stage"

Wednesday, April 22, 2015

Mark V. Hurd, Chief Executive Officer, Oracle Corporation
"Survive or Thrive? How Will You Modernize Your Business?"

Tuesday, March 31, 2015

Kenneth I. Chenault, Chairman and Chief Executive Officer, American Express Company
"The Power of Brand"

2014

Thursday, November 20, 2014

Michael D. White, Chairman, President and Chief Executive Officer, DirecTV
"From the Heights to Hollywood"

Wednesday, October 22, 2014

Virginia M. Rometty, Chairman, President and Chief Executive Officer, IBM
"Innovation & Opportunity in the New Age of Knowing"

Thursday, October 2, 2014

John Hammergren, Chairman, President and Chief Executive Officer, McKesson Corporation
"The Business of Better Health"

Thursday, May 1, 2014

Mark Parker, President and Chief Executive Officer, NIKE, Inc.
"Innovating to Inspire: Designing the NIKE of the Future"

Thursday, April 3, 2014

Thomas J. Falk, Chairman and Chief Executive Officer, Kimberly-Clark Corporation
"The Sustainable Enterprise"

Wednesday, March 12, 2014

Adam Silver, Commissioner, National Basketball Association
"The World Is Courtside"

Thursday, February 6, 2014

Bill McDermott, Co-chief Executive Officer, SAP
"Disruptive Innovation"

2013

Thursday, December 5, 2013

James J. Murren, Chairman and Chief Executive Officer, MGM Resorts International
"Harnessing Social Responsibility and Corporate Culture to Drive Innovation and Excellence"

Thursday, October 24, 2013

Steve Holliday, Chief Executive Officer, National Grid
"Stronger and Smarter Energy Networks: Building Resiliency, Driving Growth, and Advancing Sustainability in a Rapidly Changing World"

Thursday, June 13, 2013

Daniel Akerson, Chairman and Chief Executive Officer, General Motors Company
"The Next Platform for Communications Technology"

Thursday, March 21, 2013

Peter Voser, Chief Executive Officer, Royal Dutch Shell
"Getting the Future Energy Mix Right: How the American Shale Revolution Is Changing the World"

Wednesday, February 6, 2013

David M. Cote, Chairman and Chief Executive Officer, Honeywell International
"America's Debt Crisis"

Annual Finance Conference

The Carroll School of Management hosts an annual **Finance Conference** to bring together managers in corporate finance, leading researchers and experts to discuss financial markets and global finance trends. The Tenth Annual Finance Conference hosted on June 4, 2015, featured keynote speakers Niall Ferguson, acclaimed author and Professor of History, Harvard University, and Larry Kudlow, Economist and Senior Contributor, CNBC, and other experts for dynamic panel discussions on financial markets.

Principle 6:

Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The Winston Center's speaking programs attract a diverse and vibrant audience from across the University and within the community at large. In collaboration with schools, departments, and institutes across campus, the center focuses on a rich variety of intellectual disciplines on salient issues in ethics and leadership. Among the most relevant programs sponsored by the Winston Center during this reporting period are:

Wednesday, March 12, 2014

Brennan Symposium: A Conversation with Matt and Sarah Ryan
Matt and Sarah Ryan (Boston College, Class of 2007)

Thursday, November 7, 2013

Clough Colloquium: A Conversation with Tom Ridge
Tom Ridge, Former Secretary of Homeland Security and Governor (PA)

Clough Colloquium

The Colloquium invites individuals who have made important contributions as ethical leaders in their fields to share what they have learned on their journey to becoming leaders through public speaking engagements.

Wednesday, October 8, 2014

A Conversation with Prime Minister George Papandreou
George Papandreou, Former Prime Minister of Greece

Thursday, May 7, 2014

Leadership in the Commonwealth: Making Boston Stronger with Governor Deval L. Patrick, Former Mayor Thomas M. Menino and Former Police Commissioner Edward Davis
Moderated by CNN's John King

Thursday, October 24, 2013

Expansion, Innovation and Transformation: What It Takes to Lead
Felipe Calderon, Former President of Mexico

Chambers Lecture Series

Chambers brings high-profile speakers to campus for public programs. Consistent with Boston College's commitment to fostering the personal development of its students, the speakers offer perspectives and guidance designed to shape ethical leaders of the future.

Tuesday, October 28, 2014

A Conversation with George Bodenheimer
George Bodenheimer, ESPN

Tuesday, February 11, 2014

What's Gone Wrong in Washington, and Why It Doesn't Have To Be This Way
Olympia Snowe, Former US Senator (R-ME)

Tuesday, October 29, 2013

Ethics in America: A Personal Perspective
David Iglesias, Navy JAG officer and Former US Attorney

Winston Forum on Business Ethics

The Winston Forum brings to campus leading voices on the subject of business ethics from a variety of fields and disciplines. The unique format brings our guests into contact with undergraduates, graduate students, faculty, alumni, and local business executives.

Tuesday, October 21, 2014

Using Science to Overcome Partisanship: The Climate Change Example
Representative Bob Inglis, Executive Director, Energy and Enterprise Initiative

Winston Collaborations

The Winston Center regularly collaborates with other schools and organizations at Boston College to further its belief that the study of ethical leadership is vital to the entire University community.

Tuesday, April 1, 2014

(Young) Women and Leadership presented by Jennifer Siebel Newson, Filmmaker

Friday, April 10, 2014

The Second Annual Women's Collaboration with Elizabeth Smart

Wednesday, September 25, 2013

Presenting with Students for Education Reform: Geoffrey Canada, Educator

Wednesday, October 9, 2013

Presenting with the Lowell Humanities Series: Paul Tough, *How Children Succeed*

Thursday, October 24, 2013

Presenting with the Lowell Humanities Series: Bill McKibben, *350: The Most Important Number in the World*

Upcoming Winston Center speaking programs for the 2015-2016 academic year include:

Clough Colloquium

Tuesday, September 15

A Conversation with Prime Minister Julia Gillard
Julia Gillard, Former Prime Minister of Australia

Winston Forum on Business Ethics

Wednesday, October 7

Title TBD

Dr. Rajiv Shah, Distinguished Fellow, Georgetown School of Foreign Service, Former Administrator, USAID

Winston Center Collaborations

Tuesday, October 20

Presenting with Islamic Civilization and Societies: Sarah Chayes, *Thieves of State: Why Corruption Threatens Global Security*

Wednesday, October 21

Presenting with the Lowell Humanities Series: Ta-Nehisi Coates, *Between the World and Me*

Chamber Lecture Series

Tuesday, November 3

Lessons in Leadership

Carey Lohrenz, Former Lieutenant, United States Navy