



Boston University School of Management

**Communication on Progress Report
2009-2010**

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT

We are pleased to submit our Communication on Progress Report for 2009-2010. As the following report suggests, much is being done and in the coming year we will continue to look for opportunities to strengthen the PRME Principles in our curricular and extracurricular activities.

I am thankful to the students, faculty and staff who have worked to infuse the principles of responsible management in our teaching, research and community involvement. It is their energy and initiative that are propelling the school in the important area of sustainable business.

Dean Louis Lataif
Boston University School of Management

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT

Boston University Graduate School of Management Mission:

The School develops new ideas and insights for scholars and practitioners through its faculty's research; and by fusing the art, science, and technology of business in our teaching, we impart knowledge of business disciplines with a unique cross-functional perspective to prepare ethical, innovative leaders for the good of society worldwide. Our students acquire advanced teaming skills, appreciate the impact of management systems, and understand the strategic and operating applications of new technologies.

Boston University Graduate School of Management at a Glance:

- Students from 33 different states and 45 nations
- 42% women
- 21% minorities
- 34% international students
- 333 Full-Time Students
- 697 Part-Time Students
- 116 Full-Time Professors

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT: HISTORY WITH PRME

Boston University Graduate School of Management joined PRME in the spring of 2009. In joining, the school committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions. The following report provides highlights from the past year. The report is categorized by the six PRME principles and concludes with ideas for increased integration of sustainability into further aspects of school programming.

PRME PRINCIPLES

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.

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.

Principle 3: Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

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.

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. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

PRINCIPLE 1: PURPOSE

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 University Graduate School of Management provides many opportunities for students to develop key skills in the areas of ethical, social and environmental responsibility and aims to develop leaders that will work for an inclusive and sustainable global economy. The School of Management's interest in these areas is part of a larger university-wide focus on becoming a green university.

Being part of a larger university-wide change effort enables the Graduate School of Management to partner with and learn from the diverse knowledge base that is available from being part of a large research university. This university-wide focus has increased the visibility of sustainability issues across all aspects of university programming, and in 2009, a Sustainability Director was hired to lead the charge towards making Boston University a leader in sustainable universities nationwide. The impact of this university-wide focus can be seen in the university's rapid rise in the College Sustainability Report Card; in 2007, the university received a D and in 2009, the school jumped to a B in recognition of the significant improvements it has made.

Having the support of the larger university enables the Boston University Graduate School of Management to work within a system that is similarly focused on becoming a more sustainable school and increases the level of impact that it is able to have.

MBA ORIENTATION

The MBA full-time student orientation includes a Social Impact Day with a speaker in the morning and volunteer opportunities in the afternoon. Recent volunteer opportunities have been at the Boston Food Bank and Waltham Fields Community Farm. Social Impact Day provides students with a way to get involved in the Boston community while getting to know classmates right at the start of the program.

INTERNSHIPS

The MBA summer internship helps students develop connections and expertise that are crucial for their career search. Many internships result in full-time job offers upon graduation. Below is a sample listing of the types of internship experiences that MBA students interested in social and environmental responsibility have had:

MBA Intern, Federated Dorchester Neighborhood Houses

Federated Dorchester Neighborhood Houses is dedicated to creating a "college culture" in Dorchester, by developing college-bound programs for students from preschool through adult education with the aim of increasing college enrollment in the neighborhood. The intern's role was to determine the cost and revenue per participant at each of FDNH's programs, and to determine any reasons for discrepancies between programs. The intern also created metrics to relate performance outcomes such as high school graduation and college enrollment to inputs such as staff and student attendance.

Corporate Giving Intern, Ocean Spray Cranberries

Ocean Spray is an 80 year-old growers cooperative with a committed history of giving back to the community. Over the last two years the corporate giving program has been revitalized and now focuses on supporting programs for healthy families and community wellness. The intern's central

responsibilities focused on rolling out a company-wide product donation program to Ocean Spray's 2000 employees, thus enabling them to give back to their communities and act as company ambassadors. The intern also created and executed a general awareness campaign meant to educate and engage employees in the corporate giving program. Finally, she finished her summer by building the case for branding the corporate giving program as a way to better communicate and connect with both internal and external stakeholders.

Summer Fellowship, Education Pioneers

Education Pioneers is an organization that is building a network of leaders in the field of urban education. The MBA summer intern was part of a corps of 44 Fellows working at different sites in the Boston area and was part of a group of 225 Fellows nationally. The intern's particular placement was with the Office of Instructional and Information Technology in the Boston Public Schools. The intern interviewed BPS administrators to gather information on the district's needs and priorities for data systems and then created a report with recommendations for steps the district could take toward meeting the most critical needs. The intern also worked with the IT application developers, sharing what he learned about how district administrators use data and developing a plan for meeting user needs.

Summer Intern, U.S. Government Accountability Office (GAO)

The GAO is an independent, nonpartisan agency that works for Congress. Often called the "congressional watchdog," GAO investigates how the federal government spends taxpayer dollars. The MBA summer intern worked as part of a GAO team examining federal homelessness programs. During the internship he traveled to Washington D.C. to meet with officials from five different federal agencies that oversee homelessness programs, and also interviewed staff from state and local government agencies, advocacy organizations and service providers. Together with the rest of his team, the intern helped organize and synthesize the information that was collected during the interviews and used that information to define the questions and scope of their project.

Summer Intern, Year Up

Year Up's mission is to close the "Opportunity Divide" by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education. Started in Boston in 2000, Year Up's commitment to be a National solution led the organization to launch its first west coast site, in March 2008 in San Francisco. The MBA summer intern helped the San Francisco site develop and analyze different 3-year growth strategies, apply for its first public funding, and analyze both current and potential curriculum tracks. The intern found the experience very rewarding and enjoyed being part of a dynamic start-up team tackling such an important social need.

Business Development Intern, Deepwater Wind

Deepwater Wind is the U.S. leader in offshore wind power development and works to increase American energy independence with large-scale wind farms in deep ocean waters, where they are virtually invisible from shore. The Business Development Intern had three primary responsibilities. First, he helped oversee and contributed to several aspects of a \$200 million grant application to the U.S. Department of Energy, including the creation and supervision of a management plan, managing engineering consultants, generating and editing content, and securing letters of support. He also executed a \$200,000 grant Deepwater had received from a state energy agency. Finally, the intern partnered with economic development corporations to identify real estate parcels for acquisition that were central to Deepwater's growth strategy.

STUDENT CLUBS

Public & Nonprofit Management Club

The PNP Club is a student-run organization that enhances the Public and Nonprofit Management Program curriculum and increases awareness of the sector's activities through panels, networking, social events and other activities. Highlights of the 2009-2010 school year include:

- **Lunch & Learns:** The PNP Lunch & Learn Series brings talented professionals to BU to share their career experiences with current MBA students. Featured speakers include:
 - Celina E. Miranda, Assistant Vice President, Charitable Giving Manager, The Bank of New York Mellon
 - Catherine D'Amato, President and CEO, The Greater Boston Food Bank
 - Scott McCue, Head of School, Boston Preparatory Charter Public School
 - Tom Curran, Executive Director of the Scleroderma Foundation of New England
 - Bill Horwath, Assistant Superintendent, Boston Public Schools
- **Collaborative Consulting:** The PNP Club, in collaboration with the Consulting Club, launched Collaborative Consulting in the fall of 2009 as a way to allow groups of MBA students to work with Boston nonprofits to solve a specific issue facing the organization. Nonprofits pitched consulting projects to MBA students and students had the opportunity to sign-up for their preferred projects. Participating nonprofits include: New England Aquarium, and TechBoston Academy.
- **PNP Club Speaker Series**
 - **Social Enterprise Speaker:** Featuring the Director of Operations for the social-enterprise, More Than Words.
 - **PNP Part-Time Students Panel:** Featured student speakers include: Laren Kriner, Account Supervisor, Cone Inc., Michael Colanti, Senior Program Manager, Boston Public Health Commission, and Lindsay Jensen, Manager of Volunteer Relations, Cradles to Crayons.
- **Link Day:** Link Day is a student organized nonprofit consulting event. This year 15 nonprofits, 60 students and 15 faculty members participated, making it one of the largest and most successful Link Days to date. Nonprofits that participated include: The Food Project, Year Up, Marblehead Arts Association, Habitat for Humanity of Greater Lowell, Girl Scouts of Eastern Massachusetts, and America Scores New England.

Net Impact Club

The BU Net Impact Club is part of an international network of MBA students and business professionals who seek to use business to improve the world through responsible management and sustainable practices. The BU chapter includes members from all business disciplines who are pursuing interests in the fields of corporate social responsibility, social entrepreneurship, marketing, socially responsible investing, microfinance, nonprofit management, international development, government, and environmental sustainability. Highlights from 2009-2010 programming include:

- **Tour of the Casella Single Stream Recycling Plant in Charlestown, MA**
- **38 students attended the national Net Impact Conference held at Cornell University. The BU chapter was recognized at the Conference Awards Ceremony as the chapter having the greatest increase in conference attendance.**
- **Net Impact Case Competition:** This was the 15th annual case competition at Boston University and the first to involve neighboring business schools including Boston College & Babson. The BU Net Impact chapter also organized a chili cook-off as a fundraiser for the event.

- Day trip to meet with Seventh Generation executives in coordination with the Boston College Net Impact Chapter
- Net Impact Sustainability Committee: Highlights from work completed by this committee, in cooperation with the School of Management administration, include:
 - Switching the printer default in student computer labs to double-sided printing, saving hundreds of thousands of pieces of paper
 - Adding hand dryers to restrooms in the School of Management to reduce paper towel consumption
 - The successful distribution of 300 Klean Kanteen reusable water bottles through a week-long awareness building campaign which included videos about current water issues and the signing of a pledge to reduce one's environmental footprint. This project was successfully completed with the full support of the Boston University School of Management administration.

The pledge that students signed was created by the Boston University Director of Sustainability and states that students will:

1. Power Down Computers
2. Bring Your Own Mug & Water Bottle
3. Reduce, Reuse, Recycle
4. Think Before You Print
5. Use Compact Fluorescents
6. Turn Off the Lights
7. Take Shorter Showers
8. Carry a Reusable Shopping Bag
9. Walk More, Drive Less
10. Wash Laundry in Cold Water

This list was also printed on all water bottles that were distributed as a reminder to think about sustainability issues on a daily basis.

Energy Club

The BU Energy Club is a broad-based group consisting of Graduates, Undergrads, Alumni and Professors that serves as a link between scientists & engineers, entrepreneurs & business-persons, and aspiring policy-makers and government officials at Boston University and other schools in the Greater Boston Area. The club aims to synthesize energy-related ideas from a multi-disciplinary stream of educational and professional sources to advance understanding of energy and its role within society, industry, technology and policy through empirical, objective energy related education and outreach. Highlights from the 2009-2010 school year include:

- *Energy Efficiency Speaker* This event featured Hugh Gaasch of NStar, and provided students with information on the financial argument for energy efficiency, the primary tools that are used in energy efficiency and where opportunities exist in the marketplace.
- *The Future of Baseload Power* This panel discussed the future of baseload power with a focus on the development of renewable technologies such as wind and solar, low-carbon alternatives to traditional baseload power generation, and the need for large-scale storage solutions.
- *Solar Policy in Massachusetts*, featuring Elizabeth Kennedy, Project Manager at the Massachusetts Clean Energy Center

- *Offshore Wind Development in the US: Harnessing Public and Private Energy* featuring Richard Stuebi, Managing Director at Early Stage Partners and Fellow for Energy and Environmental Advancement at the Cleveland Foundation
- *Energy Forum 2010: High Energy, Low Carbon* Featured speakers include: Ian Bowles, Secretary, Executive Office of Energy and Environmental Affairs; Stuart Patterson, CEO, Nexamp; Jay Nihalani, Director of Carbon Solutions, EnerNOC; Edward White, VP, Energy Products, National Grid; Bill Staby, CEO/Founder, Resolute Marine Energy

PRINCIPLE 2: VALUES

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.

MBA PROGRAMS

General MBA

All full-time first year MBA students complete a comprehensive, cross functional project in their first semester with a focus on traditional business areas such as marketing, finance and accounting. This year, for the first time, an additional component was added to the project, and all students had to take into account the impact of their recommendations in regards to sustainability issues.

Public & Nonprofit Management Program

In 2010, Boston University Graduate School of Management was recognized by US News & World Report as one of the top 15 business school programs focusing in nonprofit management. The Public and Nonprofit Management Program, founded in 1975, provides dedicated staff and resources to MBA students who seek to use core business management skills to address society's most challenging humanitarian and social problems in the global economy.

Health Sector Management Program

The health sector is undergoing transformational growth and change, offering compelling opportunities and challenges for emerging managers and leaders. The Health Sector Management Program (HSM), founded in 1972, prepares students for leadership roles throughout the health industry, including bio-technology, pharmaceuticals, medical devices, health information technology, health systems management, consulting, and public policy.

CURRICULUM

Course Offerings

As a part of the general MBA core curriculum, all students are required to take an ethics course, Current Topics in Law and Ethics.

Current Topics in Law and Ethics

This course surveys contemporary issues in selected areas of law and ethics. Students are introduced to pivotal areas of law, so that they can begin to anticipate legal problems, analyze how to avoid them, and realize how legal principles can be employed to add value in their chosen fields. The subjects are torts, contracts, employment law, securities regulation and corporate governance. We expect that this overview of a few disciplines will encourage students to explore other legal topics relevant to their business interests. The course also offers an analytic structure that enables students to identify ethical issues in business, analyze options and make choices consistent with their own values.

In addition, due to rising interest in sustainability issues on the faculty, student and broader university level, new courses have been, and are being developed to focus specifically on sustainability issues. These courses include:

Global Sustainability

Global Sustainability is both broad in scope and comprehensive in the range of topics covered, exploring

such varied issues as the underpinnings and interconnectedness of natural resource ecosystems, limits to growth, corporate innovation and the role of business in society. Students are asked to take the perspective of the global citizen and are challenged look beyond growth (quantitative expansion) to find sustainable solutions (qualitative improvements) that meet the needs of the present without sacrificing the needs of the future.

Government, Society & Sustainable Development

This course is broad and far-reaching in scope and topics. After an introduction to the concepts of the “limits-to-growth”, students dive deep into the cultural, societal and economic development histories of countries/regions/industries, study the implications of the current wave of globalization on the social and economic development of nations/regions/industries and explore new development models for sustainable development at the international, national, and sub-national levels.

Investing in Sustainable Technologies

This course introduces students from all backgrounds to the broad issues underlying our current global challenges for food, water and energy security, healthcare and disease control, urban development resulting from populations growth, resource scarcity, environmental degradation and climate change. Students will explore an array of breakthrough technologies, such as; synthetic biology, self-assembling materials, aeroponic farming and cloud computing; along with, sustainable development tools, such as biomimicry, cradle-to-cradle design methods and life cycle assessment, emergent business models, and innovative collaborations that will be selected to form an integrated portfolio of new venture solutions.

Clean Energy Services: Financial Models and Incentive Structures

This course explores the reasons behind the slow adoption of clean energy technologies and develops business models that provide incentives and financing to accelerate adoption. We use “live” cases that allow students to work with industry participants.

Additional Electives Focused on Ethical, Social, Environmental & Economic Responsibility:

Applied Ethics

Clean Technology Business Models

Corporate Governance, Accountability and Ethics

Global Social Enterprise Field Seminar -Brazil

Health Sector Issues and Opportunities

Indian Field Seminar

Leading the Mission Driven Organization

Leadership; Negotiations; Social Entrepreneurship

Management Consulting Field Project

Managing Political, Economic, Social, and Technology and Country Risk

Marketing Social Change

Nonprofit Finance and Accounting

Public Policy Analysis

Strategic Fundraising and Corporate Philanthropy

CAREER CENTER

The Boston University School of Management Feld Career Center provides students interested in careers with a social or environmental impact with specific counseling and career resources including:

- Print & PDF career resource guides for the following career paths: Corporate Social Responsibility, Health Sector, Public/Nonprofit, and Renewable Energy/Sustainability
- Career Fairs that include organizations that students interested in social or environmental impact may be interested in pursuing opportunities with including; Education Pioneers, Commongood Careers, Third Sector New England, and US Department of State
- Alumni networking events for students interested in careers with a social or environmental impact
- Representation at the National Net Impact Conference Career Fair

PRINCIPLE 3: METHOD

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

PORTFOLIO PROGRAMS

The Portfolio Program provides an organizing framework and process for students to clarify career goals, personal values, accumulated career experiences and accomplishments, and to present their unique interests, skills and competencies to potential employers. Students complete a thorough assessment of their personal values, professional goals, strengths and weaknesses, and a thorough exploration of one or more targeted areas of career interest. As they go about this important work, they develop the collaborative learning skills that are critical to an effective job search strategy and career growth beyond the MBA program. Relevant portfolios and highlights from the past year include:

Health Sector Management Portfolio

- Lunch & Learn: Ann Prestipino, Senior Vice President of Surgical and Anesthesia Services and Clinical Development for Partners Healthcare

Public & Nonprofit Management Portfolio

- Board Development Special Session: An effective not for profit Board of Directors is the key to an organization's good health and sustainability. Dede Ketover, The Board Whisperer, presented the fundamentals of Board Development.

Sustainability Portfolio

- This portfolio was created in the fall of 2009 to meet rising demand for sustainability-focused career guidance.

CLASSROOM-BASED FIELD PROJECTS

Students gain hands-on consulting experience through classroom-based field projects in classes such as Management Consulting, Marketing for Social Change, Social Entrepreneurship, Entrepreneurial Management, and Strategic Fundraising and Corporate Philanthropy. Examples of projects from the past year include: Citizens Market, Common Soles, Dancing Dear Baking Company, Hyde Square Task Force, and Summer Advantage USA.

INTERNATIONAL PROGRAMMING

Global Social Enterprise Seminar - Brazil

This intensive ten-day seminar provides students with a broad understanding of the ways in which business strategies can create value at the base of the economic pyramid. Students gain first-hand experience in how businesses, NGOs, and government are using models of social enterprise to address social and economic issues in the fields of health, education and the environment in the context of an emerging market—in this case, Brazil. A broad range of topics are covered including: renewable energy, sustainable development, eco-tourism, new models for providing health and education services to underserved populations, social enterprise, micro-enterprise, corporate social responsibility and public/private partnerships.

Indian Field Seminar

The Indian Field seminar is designed for MBA students who seek to understand the rapidly changing global forces of the health sector as they intersect with the dynamics of an emerging country. Following a series of meetings in Boston, students travel through India for 12 days visiting Delhi, Mumbai, and Bangalore. The field study program includes visits to government agencies, hospitals, pharmaceutical companies, health sector start-up companies, health centers, research laboratories, and academic research settings.

PRINCIPLE 4: RESEARCH

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.

Boston University School of Management supports the academic research and knowledge development in areas of corporate responsibility and sustainability. Faculty have published articles and books on topics such as cause marketing, corporate social responsibility, charity advertising, social purpose businesses, ethics and corporate strategy, green building, educational leadership, health care, the role of nongovernmental organizations, and bottom of the pyramid issues. Leading faculty on social and sustainability issues include Kristen McCormack (social impact management), Paul McManus (social entrepreneurship), James Post (corporate governance and ethics), CB Bhattacharya (stakeholder management), David Weil (transparency and the role of government in business), Nalin Kulatilaka (clean energy), Nitin Joglekar (clean energy), Ned Rimer (nonprofit management), and Kristi Kienholz (cause and social marketing).

Highlights from faculty research in the past year relating to ethics, and the creation of sustainable social, environmental and economic value include:

- Bhattacharya, C.B., Smith, N.C., Vogel, D., & Levine, D. (Forthcoming 2009). *Global challenges in responsible business*. Cambridge: Cambridge University Press.
- Bhattacharya, C. B. & Luo, X. (2009). The debate over doing good: Corporate social performance, strategic marketing levers and firm idiosyncratic risk. *Journal of Marketing*.
- Casebeer, A., Reay, T., Golden-Biddle, K., Hinings, CR., GermAnn, K. (2009) Primary health care innovation sites: Learning to create new cultures of care. In: J. Braithwaite, C.J. Pope, P.J. Hyde (Eds.). *Culture, Climate and Teams in Health Care Organizations*. Palgrave MacMillan.
- Cockburn, I. (2009) Intellectual property rights and pharmaceuticals: Challenges and opportunities for economic research. *The Economics of Intellectual Property Suggestions for Further Research in Developing Countries and Countries with Economies in Transition*. World Intellectual Property Organization.
- Davidson, S. (2009). A practical proposal for increasing access to health care, improving quality of care, and containing health care expenditures. *Journal of Catholic Social Thought*.
- Gaynor, M., Myung, D., Restuccia, J., & Moulton, S. (2009, forthcoming). Designing infrastructure to exchange electronic medical records with web services. *International Journal of Networking and Virtual Organizations*, 6(2).
- Golden-Biddle, K. & Reay, T. (2009, February). Negotiating a new role in a gendered organization: A cultural lens. *Negotiation and Conflict Management Research*.
- Heaphy, E., Boulis, A. & Jacobs, J. (2009). Review of the Changing Face of Medicine: Women Doctors and the Evolution of Health Care in America. *Administrative Science Quarterly*.
- Joglekar, N. & Graber-Lopez, E. (2009). Solar Power at Grid Parity: Evolution of Price-Performance. *Proceedings of the International System Dynamics Conference*.
- Kertesz, S. G., Posner, M. A., O'Connell, J. J., Swain, S., Mullins, A.N., Shwartz, M., & Ash, A. S., (2009). Post-hospital medical respite care and hospital readmission of homeless persons. *Journal of Prevention and Intervention in the Community*. 37, 129-142.

- Laidler-Kylander, N., & Simonin, B. (2009). How international nonprofit build brand equity. *Journal of Nonprofit and Voluntary Sector Marketing*, 14.
- Marquez, R. & Chen, M. (2009). Regulating Securities Analysts. *Journal of Financial Intermediation*. 18(2), 259-283.
- Post, J. (2009). Never waste a crisis: Corporate governance reform after satyam. Colloquium: The satyam story: Many questions and a few answers. *Vikalpa*, 34(1).
- Post, J. & Darigan, K. (2009). Corporate Citizenship in China: New realities. *Journal of Corporate Citizenship*.
- Oded, J. & Wang, Y. (Forthcoming 2010). On the different styles of large shareholders' activism. *Economics of Governance*.
- O'Mahony, S., Kochan, T., Hunter, C., & Guillen, M. (2009). Public Policy and Management Research: Finding the Common Ground. *Academy of Management Journal*.
- Young, G. J., Meterko, M. M., Mohr, D., Shwartz, M., & Lin, H. (2009). Congruence in the Assessment of Service Quality Between Employees and Customers: A Study of a Public Health Care Delivery System. *Journal of Business Research* 62, 1127-1135.
- Weil, D.(2009). Protecting the Vulnerable Workforce in the US: A Sector-Based Approach. *Journal of Industrial Relations*. 51(3), 411-430.
- Weil, D. (2009). Targeted Transparency. *The Public Manager*. 38(1), 22-24.

PRINCIPLE 5: PARTNERSHIP

***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.*

JUSTMEANS PARTNERSHIP

The Boston University School of Management became the first university partner of JustMeans, a social networking and corporate news site devoted to issues in corporate social responsibility (CSR) and sustainability. On the JustMeans site, users can participate in forums and contests, read editorials, listen to podcasts, post news releases, look for jobs, network with leading companies in the CSR space, and follow the professional activities of others in their networks.

TEAM MBA AWARD

Boston University School of Management is the recipient of the 2009 TeamMBA Award. Bestowed by the Graduate Management Admissions Council (GMAC), the award “recognizes schools that exemplify a commitment to social responsibility through the actions of their students and the school's demonstrated support of these efforts.” The Associated Press explains, Boston University's School of Management is among six schools that have received awards for promoting corporate social responsibility from an association of leading business schools around the world. BU received the Graduate Management Admission Council's All-School Award in tribute to its longtime tradition of encouraging students to volunteer with local organizations. The school was also praised for promoting social responsibility and sustainable activities.¹

BOSTON UNIVERSITY SUSTAINABILITY COMMITTEE

The Boston University Sustainability Committee is charged with advising the University leadership on matters pertaining to the campus environment and sustainability. The mission of the Committee has three central goals:

- Advance sustainable practices on campus to make sustainability integral to the fabric of Boston University
- Engage the campus in an ongoing dialogue about sustainability and enhance communications across all segments of the community
- Instill a culture of sustainable long-term planning and forward-thinking

The committee's four working groups focus on recycling and waste management, energy, green building, and communications and outreach. A School of Management professor is part of the Sustainability Committee and chairs the green building sub-committee. An upcoming project that the School of Management will be involved in is a comprehensive study of a green renovation planned for a university building. This project will include a research study of the changes in carbon footprint and the economic and social impacts of the green renovation.

BOSTON UNIVERSITY CLEAN ENERGY & ENVIRONMENTAL SUSTAINABILITY INITIATIVE

Boston University's Clean Energy and Environmental Sustainability Initiative (CEESI) was established to engage university resources to help prepare for a world where increasing demand for energy resources

¹ From the article "[BU School Of Management Honored: University Recognized For Teaching Social Responsibility](#)," Associated Press, July 26, 2009, posted online @ The Boston Channel

must be balanced with environmental, economic and social sustainability. Boston University's approach is interdisciplinary, with CEESI coordinating a university-wide vision for research and academic programs as they relate to this grand challenge.

CEESI's activities engage a diverse panel of participating faculty, staff, and students, along with industry, academic, and government agency partners. CEESI's Steering Committee coordinates participating colleges, schools and groups from the College of Engineering, the College of Arts and Sciences, the School of Management, the School of Law, and the School of Public Health. Four Boston University School of Management professors are part of the CEESI Steering Committee.

INDEPENDENT STUDY OPPORTUNITIES

Students interested in delving further into corporate responsibility and sustainability outside of the traditional course or internship structures have the opportunity to engage in independent study projects. The work done and relationships forged through these projects are key in building a stronger knowledge base in sustainability issues as well as in fostering a collaborative approach to creating sustainability solutions. Examples of projects from the past year include:

- Praxair, industrial products & chemical company
 - Sustainability Reporting Audit
 - Carbon Footprint Analysis
 - Impact Assessment for Potential New Product Line
- International Paper Brazil:
 - International Benchmarking Study & Sustainability Strategy Recommendations
- Fortune 200 Big Box Retailer:
 - RFP Development Study for Onsite Renewable Energy Generation
- Fortune 200 Industrial Systems & Control Company
 - Policy Study on PACE Legislation
 - Market Study for Smart Grid Opportunity for Residential Market
- Bank of New York Mellon
 - Outcomes measurement project for Corporate Affairs Department for grants, sponsorships, employee volunteering, fundraising and employee engagement

PRINCIPLE 6: DIALOGUE

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.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Boston University School of Management facilitates and supports dialogue and debate on critical issues related to global social responsibility and sustainability. Highlights of this work in the past year include:

A Conversation with Timberland President & CEO Jeffrey Swartz about Our Collective Responsibility Boston University hosted Jeffrey Swartz to discuss his thoughts on corporate social responsibility and the work that Timberland is doing to become more socially and environmentally responsible. Students were asked to bring questions or live tweet them during the event, and Kristen McCormack, Faculty Director for the Public and Nonprofit Management program at the School of Management, moderated the event.

Panel Discussion on the United Nations Convention on Climate Change This panel focused on the prospects of what might come out of the Copenhagen negotiations, and what would be likely to follow.

Panel Discussion: Life after Copenhagen This panel focused on the roads to and from Copenhagen and featured BU faculty and students who attended the UN Climate Change Conference as a part of the Boston University delegation. Two School of Management professors, Paul McManus and Nalin Kulatilaka attended as a part of the BU delegation and were featured in the above panels.

Presidential Lecture: Green is Green: Ecomagination at GE, featuring Steve Fludder, VP Ecomagination

Presidential Lecture on Energy and Environmental Sustainability, featuring Melanie A. Kenderdine, Executive Director, MIT Energy Initiative

Boston University Graduate School of Management Symposium Since the year 2000, the Boston University Graduate School of Management has hosted an annual Symposium. Featuring keynote addresses and panels sponsored by the MBA clubs, the event brings together our extended MBA community, traditionally attracting more than 350 students, alumni, faculty, staff, and distinguished professionals. Panels related to ethics and the creation of sustainable social, environmental, and economic value include:

- Water & Energy Panel
- The Responsible Approach to Nonprofit Leadership: Should you start another nonprofit?
- Implications of Health Care Reform
- Lessons Learned from the Crisis and Next Steps in Finance
- Health Care Payment Reform: What Does It Mean for Management?

Boston University Women's MBA Association Conference, featured a panel on Socially Responsible Business

GOALS & COMMITMENT TO PRME

Boston University Graduate School of Management is committed to supporting the further implementation of corporate responsibility and sustainability into all aspects of programming.

As such, the school is supportive of faculty developing new courses in this field as is evident from the recent surge of sustainability-focused course offerings available to students. In addition, there are plans for the creation of a new MBA concentration in sustainability that would include a core set of required course work in this subject matter, as well as comprehensive list of electives.

As sustainability issues become more integrated into the larger conversation of business and management education, it is critical that faculty research in this subject area continue to be supported and encouraged. In support of this, Boston University GSM held a faculty research meeting in the spring of 2010 to discuss the potential for an increase in sustainability-focused research across all disciplines.

Representatives from Boston University Graduate School of Management will be attending the upcoming PRME Global Forum well as the AACSB Sustainability Conference in the summer of 2010. Boston University Graduate School of Management is interested in sharing and learning from best practices as related to the Principles for Responsible Management Education.