



PRME Steering Committee

c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
801 2nd Avenue, 2nd Floor
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Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers, the William G. Rohrer College of Business at Rowan University is committed to making progress in the implementation of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, reporting on our progress to all our stakeholders, and exchanging effective practices related to those principles with other academic institutions.

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

We encourage other academic institutions and associations to adopt and support these Principles.

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**PRME SIP Report
2015-17**

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Background

The Rohrer College of Business (RCOB) at Rowan University joined PRME in early 2008 and was among the early adopters or initial signatories. Soon after a structure was created through an RCOB group that focused on the PRME principles, proposed courses of action, and championed appropriate activities and events. As a result of these processes, we successfully implemented a number of plans.

RCB PRME initiatives built considerable momentum between 2008 and 2011 (see data on PRME conferences in Appendix A) with a number of positive outcomes noted. However, starting in 2012, there was a sudden change in leadership with the Dean stepping down in early 2012 and a new Dean arriving mid-year. The new Dean demonstrated less interest in PRME activities and plans. As a result, progress slowed considerably.

Following the Dean's departure in mid-2014, a faculty committee was created to outline plans to revive PRME activities going forward. In mid-2015 a new Dean, Susan Lehrman, was appointed. Dean Lehrman embarked on a wide-ranging strategic planning process that concluded in mid-2016.

A key outcome of this process was the adoption of a revised Mission for the Rohrer College of Business (Appendix B). The revised mission emphasizes entrepreneurial thinking and responsible leadership and these elements have the support of the College leadership. While some of the PRME activities over the last year and a half are described in this SIP report, the primary focus will be on future plans.

Current PRME Activities

Incoming Freshmen

In Fall 2014, entering freshmen were engaged, through a subset of Rowan Seminar class, in discussions about key sustainability concepts as described below:

The Introductory Management Perspectives classes have a dedicated module on Business Ethics and Corporate Social Responsibilities (CSR). We begin the module with the discussion of business ethics and the role of management in setting ethical standards. Our discussion of CSR centers around 1) Business's responsibility to stakeholders 2) history of CSR and how CSR as a concept has evolved over the last decade and 3) CSR metrics. Beyond classroom discussion of CSR, students are given an extensive homework assignment (5% to 10% of their total grade) in which they analyze the most

recent CSR report of a company (from a list provided to them). The purpose of this assignment is to help students critically examine the CSR initiatives undertaken by major corporations. A subset of final student projects were focused on CSR.

After piloting the CSR module in several College of Business Rowan Freshmen Seminars, it was modified and made available to all College of Business Freshman Seminar classes across all three academic departments. The widest adoption of this practice occurred in Fall 2017 with all Rowan Seminar classes participating. Learning outcomes and assessment data were collected over the last couple of Fall semesters and have resulted in a number of scholarship of teaching and learning papers presented at national and international conferences.

New Building for the College of Business

The new Rohrer College of Business building opened in January 2017. The building design incorporates a number of key sustainability elements. In addition to a Center for Entrepreneurship and Innovation, the new RCOB building has designated space for a new Center for Responsible Leadership (Appendix C) that is specifically designed to support a variety of PRME initiatives, including those focused on teaching, research, and outreach.

Faculty Research

Faculty searches and new faculty hires explicitly consider faculty candidate interest and expertise in CSR and sustainability related areas. RCOB has been successful in recently hiring a number of faculty, across academic departments, with interest and / or research in sustainability related areas. Further, faculty are encouraged to continue to publish in sustainability related areas as it is a key mission element. The impact of such efforts are documented in Appendix E.

PRME Events

Discussions are underway to revive our annual PRME Conference that we held for three years in 2009, 2010, and 2011. Such a conference would invite students and faculty from universities in the area, and beyond, to present as well as engage in dialog with invited corporate executives and members of NGOs with respect to sustainability priorities and future trends.

A speaker, **Kyra Kaszynski**, Global Public Policy, Deloitte Touche Tohmatsu Limited, is scheduled to spend a day at RCOB, in March 2018, discussing sustainability issues with students as well as faculty. This will coincide with the opening of the Rohrer

College of Business Center for Responsible Leadership, with Mr. Kaszynski serving as keynote for the opening.

PRME Related Outcomes

The most salient measurable outcomes have occurred in two areas:

- 1) Assessment of outcomes with respect to CSR modules in Freshmen seminar classes (Appendix D)
- 2) Faculty research (Appendix E)

Future Objectives and Plans

The plans to further develop and embed PRME related activity in RCOB are in three major areas:

- **Curricular:** To build on the introduction of sustainability related activity in the Freshmen seminars, upper level courses in each major will identify ways to deepen student knowledge and understanding of such topics as they pertain to their respective domains. A review of which courses and majors have defined such outcomes will occur in Fall 2018.
- **Research:** The recent addition of several new faculty hires, along with a dedicated core of current faculty, will enhance the salience of sustainability related research topics, presentations, and publications. The impact tables for these outcomes will track progress made and offer potential new opportunities for collaboration with faculty outside the College of Business, faculty beyond Rowan, and practitioners.
- **External Outreach:** The Center for Responsible Leadership will greatly enhance opportunities for collaboration with corporate partners, non-profits, and the community at large. The number of interactions, events, and projects will serve as key metrics for the Center upon its launch in 2018.

Conclusion

The Rohrer College of Business is renewing its commitment to the PRME Principles as stated in the attached letter by Dean Lehrman.

The plans, which are outlined above, are designed to strengthen and deepen our commitment and activities with respect to the PRME principles over the next two years. We hope that our refined mission, leadership support, and past successes will serve as a

spring board for further development of our capacity to collaborate as we seek to engage key stakeholders, internal and external, in meaningful ways and prepare our students in keeping with PRME principles.

APPENDIX A

PRME Conferences 2009 - 11 hosted by Rohrer College of Business

Link to our sustainability related pubs:

<http://www.rowan.edu/colleges/business/prme/outcomes/publications.cfm>

Link to 2009 Conf. Program:

<http://www.rowan.edu/colleges/business/prme/events/conference/2009/program/program.cfm>

Link to 2010 Conf. Program:

<http://www.rowan.edu/colleges/business/prme/events/conference/2010/program/flash/default.html>

Link to 2011 Conf. Program.:

http://www.rowan.edu/colleges/business/prme/events/conference/2011/program/prme_program_2011.pdf

Overview of the 2011 Conference:

- 150 + Rowan students attended
- 4 Students from Grant MacEwan University, Canada, presented
- Faculty presenters from: William Paterson University, Rowan University, Mary Baldwin, Philadelphia University, University of Connecticut, La Salle University, The College of New Jersey, University of South Carolina, Rutgers University, Georgia State University.
- Senior Executive presenters from:
 - Honeywell
 - Processmap
 - SAP
 - Seventh Generation

- Keynotes by Jeffrey Hollender and Susan Jackson
- Total attendees: about 200

APPENDIX B

ROHRER COLLEGE OF BUSINESS (RCB) MISSION AND VISION

Vision

To be a first choice business school for enterprising students and discerning employers, a research hub, and an economic catalyst for the region and beyond

Mission

*We empower students to achieve sustainable careers through professionally oriented programs and real-world immersion experiences, integrating relevant faculty research, entrepreneurial thinking, **responsible leadership**, and community collaboration.*

The following descriptors expand on key components of the mission:

Professionally Oriented Programs and Sustainable Careers: Our students develop the strong disciplinary expertise, poise and professionalism necessary to excel in their first positions, as well as the skills to tackle new opportunities as technologies and business models evolve. We feature career-oriented dual-degree options, major-minor pairings, and the ability to combine certificate programs with existing majors.

Entrepreneurial Thinking and Responsible Leadership: We offer entrepreneurially focused curricular and co-curricular programs to help students develop the creativity, initiative, and persistence that characterize the entrepreneurial mindset, and that are desired by employers. **As a founding signatory of PRME, we are committed to developing students' abilities to generate sustainable value for their employers and society at large.**

Relevant Faculty Research: We are aligned with the University's broad definition of research and practice, which includes activities that positively impact the educational experience, the economic vitality of the region, and the scholarly community.

Real-world Immersion and Community Collaboration: We provide multiple real-world immersion experiences for our students that set them apart in a crowded job market. This, combined with our commitment to the economic development of the region, compels us to actively engage with the business and nonprofit communities in ways that benefit all.

APPENDIX C

Center for Responsible Leadership

Why the Center?

Our mission states our commitment to “responsible leadership” and further elaborates, “As a founding signatory of PRME, we are committed to developing students’ abilities to generate sustainable value for their employers and for society at large.”

Center for Responsible Leadership Mission and Key Activities

The mission of the Rohrer College of Business Center for Responsible Leadership is to support implementation of the Six Principles of PRME, advancing the values of responsibility, sustainability, and ethics among our students, faculty and community partners.

Teaching: The Center supports teacher preparation, classroom instruction, and experiential learning opportunities in the area of Responsible Leadership, with the goals of further integrating these concepts into the College curriculum and ultimately offering several certificates of undergraduate studies that align with PRME principles.

Research: The Center serves to attract faculty with a passion for the tenants of responsible leadership and encourages and supports collaborative, applied PRME-related research, including the development of case studies available for classroom use at Rowan and other institutions.

Outreach: The Center promotes discussion and debate on timely issues related to responsible leadership in the corporate and public sectors. The Center seeks to provide responsible leadership related consulting services to public and nonprofit organizations, simultaneously providing an avenue for project based learning for our students.

APPENDIX D

Recent Paper Abstracts for Conference Presentations on CSR Freshmen Modules

PRME AND THE SUSTAINABILITY IMPERATIVE: HAVING AN EARLY IMPACT, STARTING WITH FRESHMEN

The call for transformative change in business education is urgent and codified in the six principles for responsible management education (PRME). Starting early, with entering freshmen, provides the best opportunity to initiate an effective trajectory for student development with respect to developing the capacity for responsible leadership. The studies in this paper provide reasonable baselines for freshmen entering Business programs and the instrument used seems to have face validity because key items load on meaningful factors that are interpretable. These baselines can inform the types of content and pedagogies that are appropriate for further development. There is preliminary evidence that targeted pedagogical treatment does make a difference and that the specific pedagogical intervention used did enhance students' knowledge and sensitivity about CSR concepts.

MOVING THE NEEDLE ON CSR

There has been considerable research on the importance of CSR as corporate practice as well as its pivotal role in management education. However, the literature does not have much on how best to systematically incorporate CSR in business curricula and calibrate its effectiveness. The use of CSR assignments as an intervention in a freshmen business classes is designed and administered resulting in preliminary data that indicate a degree of effectiveness with respect to sensitivity and understanding but not knowledge. Also, the instrument used provided a stable factor structure that was easily interpretable.

APPENDIX E

Journal Publications Linked to Mission Element of Responsible Leadership

YEAR OF PUBLICATION	JOURNAL NAME	AUTHOR	ARTICLE TITLE
2017	Journal Of Legal Studies Education	Hughes, Diane	A Case Study in Securities Law: SEC v. Baker
2017	Journal of Financial Research, The	Folkinshteyn, Daniel	Bank Failures Under Managerial and Regulatory Inefficiency: Three Decades of Evidence from Turkey
2017	Journal of Financial Research, The	Isik, Ihsan	Bank Failures Under Managerial and Regulatory Inefficiency: Three Decades of Evidence from Turkey
2017	Global Finance Journal	Uygur, Ozge	CEO Ability and Corporate Opacity
2017	Journal Of Management	Yang, Yang	Bouncing back: Building resilience through social and environmental practices in the context of the 2008 global financial crisis
2017	Journal of Systems and Software	Shen, Yide	Impacts of Organization Commitment, Interpersonal Closeness, and Confucian Ethics on Willingness to Report Bad News in Software Projects
2017	Journal Of Education For Business	Krey, Nina	How does ethics institutionalization reduce academic cheating?
2016	International Research Journal of Global Business Development	Chung, Shifei	IS IT TIME FOR AN EMISSION ACCOUNTING STANDARD IN THE U.S.?
2016	Journal Of Management Education	Ross, Linda	Transforming Attitudes About Transgender Employee Rights
2016	Journal Of Management Education	Rudin, Joel	Transforming Attitudes about Transgender Employee Rights
2016	Human Resource Management	Yang, Yang	Antecedents and Outcomes of Diversity and Equality Management Systems
2016	Benchmarking:An International Journal	Lee, Jooh	Integration of sustainability principles into supply chain management processes and practices: Guest Editorial
2016	Benchmarking:An International Journal	Pati, Niranjana	Integration of sustainability principles into supply chain management processes and practices: Guest Editorial
2016	Journal Of Business Ethics	Schoen, Edward	The 2007-2009 Financial Crisis: An Erosion of Ethics - A Case Study
2016	Journal Of Management Education	Yang, Yang	Transforming Attitudes about Transgender Employee Rights
2016	First Monday	Pontes, Manuel	LatinoTwitter: Discourses of Latino Civic Engagement in Social Media
2015	Review of Business Finance Studies	Meric, Gulser	Does Company Green Score Affect Stock Price?
2015	Journal of Social Entrepreneurship	D'Intino, Robert	What's Holding Back Social Entrepreneurship? Removing the Impediments to Theoretical Advancement
2014	Equality, Diversity and Inclusion: An International Journal	Ross, Linda	Hostile territory: employers' unwillingness to accommodate transgender employees
2014	Equality, Diversity and Inclusion: An International Journal	Rudin, Joel	Hostile territory: Employers' unwillingness to accommodate transgender employees
2014	The Journal of American Academy of Business, Cambridge	Banutu-Gomez, Michael	Comparative Business, Economic and Cultural Analysis of the Impact of Olympics on Host Nations.
2014	Equality, Diversity and Inclusion: An International Journal	Billing, Tejinder	Employers' Willingness to Accommodate the Transgendered Employees.
2014	European Scientific Journal	Banutu-Gomez, Michael	The Role of Culture, Language, and Ethics in Global Business
2014	Journal of Business and Economics	Mirchandani, Dilip	Toward an Integrated Theory of Sustainability
2013	Journal Of Applied Business Research	Zhang, Mei	The Impact Of Internally Generated Goodwill On Financial Performance Of Firms.
2012	International Research Journal of Finance and Economics	Meric, Gulser	Company Green Score and Stock Price
2012	Academy of Business Research Journal	Uygur, Ozge	The Impact of Human Capital on Employee Compensation and Pay Performance Sensitivity
2012	Labor Law Journal	Rudin, Joel	Overweight and Overdue: Weight-Based Discrimination and the ADA Amendments Act
2012	Journal of Distribution Science	Lee, Jooh	A Global Perspective on Green Sustainability, Corporate Reputation, and Technological Strength for Firm Performance Across Countries
2012	Benchmarking:An International Journal	Roh, James	Benchmarking Sustainability Practices: Evidence from Manufacturing Firms
2012	Southern Law Journal	Schoen, Edward	Conflicted Research: Medical Scientists on the Payroll
2012	Benchmarking:An International Journal	Roh, James	Extending Efficient and Responsive Supply Chains Framework To Green Context
2012	International Journal of Business Insights and Transformation	Lee, Jooh	New insights on the Operational Links Between Corporate Sustainability and Firm Performance in Service Industries
2012	International Journal of Business Insights and Transformation	Pati, Niranjana	New insights on the Operational Links Between Corporate Sustainability and Firm Performance in Service Industries
2012	Southern Law Journal	Lewis, Phillip	Conflicted Research:Medical Scientists on the Payroll