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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 College of Business at San Francisco State University is committed to implementing the Principles for Responsible Management Education—starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders, and exchange effective practices related to these Principles with other academic institutions.

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

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

Linda S. Oubré
Dean



San Francisco State University

College of Business

Principles for Responsible Management Education (PRME)

Progress Report

2015

INTRODUCTION

We are pleased to present the 2015 report on implementation of the **Principles for Responsible Management Education** (PRME) from the College of Business at San Francisco State University. At this time, we also formally renew our commitment to PRME.

The core values of San Francisco State University are equity and social justice, for which the institution is well known. The university delivers on these values through: the socioeconomic diversity of its students and employees, the depth of values integration its extensive academic programs and campus-wide support systems for students, faculty, staff, local communities and global reaches. These initiatives provide meaningful opportunities for both campus and external citizenries to engage in meaningful discourse and activity.

In the College of Business emphasizes ethical and socially responsible business practices in the classroom to embrace SF State's commitment to social justice and equity. Over the past 27 years, the CoB curriculum has required all graduate and undergraduate students to take a course on business and society to prepare them for today.

SF State's College of Business (CoB) has long emphasized ethics, social responsibility and sustainability in its teaching, faculty research and independent student projects. In Fall 2007, the CoB launched the *MBA Emphasis in Sustainable Business*, the first of its kind in the 23-campus CSU system. In Spring 2012, the college upgraded the emphasis to a formal *concentration*, which is reflected on a student's degree transcript. Beginning in Spring 2015, the *MBA Emphasis in Ethics & Compliance* was launched, with a postgraduate degree *Business Certificate in Ethics & Compliance* launch following in Fall 2015.

The CoB's dedication to ethics, social impacts and environmental issues is featured each November during its annual *Business Ethics Week*. In November 2015, we marked the 10th anniversary of this annual, continually growing focus. We have hosted a new initiative: a series of *Ethics & Compliance Workshops* focused on engaging business professionals, students and the community in dialogues on the unique complexities and positive opportunities of engaging with stakeholders in ethical business practices. Further, the CoB has hosted three *High School Student Summer Sustainability Camps* with faculty and industry speakers, interactive exercises and case studies, and projects.

The CoB is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute's 2011-12 *Beyond Grey Pinstripes* survey. We had ranked No. 23 in the U.S. and No. 29 in the world in the previous survey. The survey measured how well institutions prepare students for environmental, social and ethical complexities of modern-day business.

We are extremely proud of our faculty, who continue to place significant emphasis on ethics, corporate social responsibility and sustainability in the curriculum, and who, as a result of their

commitment, voted to become one of the initial signatories to **Principles for Responsible Management Education (PRME)**. Because we know there is much more to do, we appreciate the opportunity to share our progress and to learn from other institutions that have also implemented the PRME.

SF State College of Business Progress Report

2015

The Principles for Responsible Management Education

As institutions of higher learning involved in the education of current and future managers, we are voluntarily committed to engaging in a continuous process of improvement in the following Principles and their application.

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

Our progress in each of these areas is delineated in the pages that follow.

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.

SFSU and College of Business Values

SFSU has a long-time commitment to social justice. In fact, the first of the university's seven strategic goals is:

“San Francisco State University demonstrates commitment to its core values of equity and social justice through the diversity of its students and employees, the content and delivery of its academic programs and support systems, and the opportunities for both campus and external constituencies to engage in meaningful discourse and activity.” (SFSU Strategic Plan, <http://www.sfsu.edu/strategicplan/strategic.html>).

San Francisco State University has been recognized by the *Princeton Review of Green Colleges*, ranking among the nation's top 353 environmentally responsible colleges and universities of 2,000 evaluated. And, the university ranked 136 among U.S. colleges and universities by the Sierra Club's Greenest Universities (<http://www.sierraclub.org/sierra/2015-5-september-october/cool-schools-2015/full-ranking>). These reviews recognize educational institutions that have demonstrated a dedication to sustainability in infrastructure, activities and initiatives, as well as impacts on students and the community. In the rankings, SF State was recognized for a variety of environmental activities, including: a wide range of degree offerings related to sustainability, research opportunities available at each of our campus locations and centers, and campus-wide composting activities, energy efficiency, water consumption and efforts to encourage biking and public transportation. The SF State campus Sustainability Committee is focused on continuous improvement in each of these areas.

Our commitment to sustainable business, diversity, social justice and global partnerships echoes our core philosophy of responsible leadership. (<http://cob.sfsu.edu/about#vision>). SF State is also ranked 8th by the *Princeton Review* in the category, “Greatest Opportunity for Minority Students.” The commitment to social justice is reflected in the business curriculum, faculty and student research, COB alumni and speaker programs and service activities.

Net Impact Student and Alumni Chapter

Net Impact is a global nonprofit network of MBA students and professionals focused on “*empowering a new generation to drive social and environmental change*” on campus and throughout their careers with over 200 global chapters, and over 80,000 members on six continents, including 80 graduate schools (<https://www.netimpact.org>). Its mission is “to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact.” SFSU’s chapter of Net Impact was formed in 2001 and has current MBA students and alumni members.

The SF State Net Impact chapter served as a co-sponsor for the Net Impact annual conference in San Jose, California in 2013. SF State students were active participants in planning panels and other activities for the conference, with 20 students and two professors attending.

The College of Business at San Francisco State University has created an organizational culture committed to developing the capabilities of university students to be future generators of ethical, social and sustainable value for business and society. The College of Business has created this culture through: developing, implementing and measuring academic and institutional goals; concentrated and integrated core curriculum courses; hiring faculty educated in and doing research in sustainable business; and creating ongoing curriculum and extracurricular programs in support of **Principle 1**.

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.

Curriculum Goals

The core courses at both the undergraduate and graduate levels have stated learning goals. These goals reflect the importance placed on including social, ethical and environmental content in core courses, including our ongoing AACSB accreditation reviews. The learning outcomes reflect that each student will be aware of and understand ethical, global and social issues related to the operation of business surrounding key business decisions, use critical thinking and act responsibly. The majority of core courses at both the undergraduate and graduate level are expected to include content that relates to these goals. These goals are assessed by individual faculty teaching each designated course and by an internal learning and assessment committee each academic year.

The undergraduate core curriculum includes the following learning goals:

Undergraduate students understand ethical, legal, political, social and environmental issues:

a. Ethical issues

- (1) Students will identify key concepts in business ethics;
- (2) Students will recognize the ethical dilemmas in specific business cases;
- (3) Students will analyze how ethical issues can affect the interests of different stakeholders;
- (4) Students will propose a business solution to the ethical dilemmas.

b. Legal, political, social and cultural issues

- (1) Students will recognize the relevant global issues including legal, political, social and cultural factors in specific management situations;
- (2) Students will analyze the impact of the global issues related to legal, political, social and cultural factors in specific management situations;
- (3) Students will demonstrate the ability to propose business solutions based on the analysis of global issues including legal, political, social and cultural factors.
- (4) Students will understand the ethical, legal, political, social and cultural environmental issues related to the operation of business.

Graduate students will also understand ethical, legal, political, social and environmental issues and be able to specifically:

- (1) Identify, articulate and disseminate the core organizational values related to *ethical, global and social awareness*
- (2) Evaluate ethical, global and social issues of each business option; make business decisions consistent with every stakeholder group, stakeholder needs, business values.

Courses in Business, Ethics, Society and Sustainability Areas

For over thirty years, the College of Business has required each undergraduate student to take a specific course that covers the social, ethical, legal, political and environmental issues facing business. There is also an additional popular elective course in business ethics theory and practice. At the graduate level, a number of elective courses are offered that include these skills in specific and general functional areas of business, providing a choice for students to hone their specific areas of study.

At the undergraduate level:

Seminar on Business and Society (BUS 682) (required)

Dialogues and case study analyses of business and its interaction with the ethical, legal, public policy, social, technological, and environmental effects on individual stakeholders in managing the business enterprise in domestic and global societies.

Ethics at Work: Business Impacts (BUS 440) (elective)

Analysis of applied ethical theory, decision-making and practice to workplace issues in business and related organizations using interactive learning case studies, class exercises, and student presentations.

Greening of Business (BUS 450) (elective)

Impact of business firms on the natural environment; forces driving businesses to become environmentally sustainable and types of approaches businesses are taking to respond to environmental issues.

Social Entrepreneurship (MGMT 535) (elective)

Development of business skills to create innovative approaches to societal problems. financial sustainability. Emphasis on opportunity assessment, business models, strategy and social impact.

Sustainability and Innovation (MGMT 655 - variable topic)

Challenges of creating a more sustainable society and the emerging opportunities for business to become an innovative force in addressing those problems.

Business Innovation to Meet Emerging Needs (MGMT 655 - variable topic)

Business opportunities emerging at the intersection of business and society's emerging needs. Knowledge and practical skills to address needs not met effectively by current business practices.

Sustainable Supply Chain Management (DS 655)

Design and management of supply chains, cost-effectiveness, environmental and social responsibility. Includes global facility and network design, aggregate planning, transportation, inventory management.

Many other undergraduate courses include ethical, social and environmental content. However, we have not surveyed the faculty to identify all of those courses. This is a future project we can pursue in relation to documenting our PRME activities.

In the general MBA/MSA program, students may select from the following general course electives that are very specific to ethics, corporate social responsibility, and sustainability across functional areas of business. In the following section under Principle 3, we further highlight additional courses and degree programs that reflect these topical areas within specific functional areas of business:

The Political, Social, and Legal Environment of Business (BUS 884)

Role and impact of business in society. Contemporary social, political, legal, and ethical issues that demonstrate mutual impact of economic and non-economic institutions both domestically and abroad.

Ethics and Compliance in Business (MGMT 850)

Focus on integrity, understanding and applying managerial ethical decision-making, understanding regulatory compliance as it relates to a variety of organizational functions, developing ethics training, and evaluating stakeholder impacts. Extensive use of decision-making application models through case studies and interactive exercises. Research or internship in an area specific to students' careers.

Accounting Ethics and Fraud (ACCT 818)

Advanced topics on the nature of fraud - especially asset misappropriation and financial statement misstatement. Topics include: why people commit fraud, types of fraud, how to prevent fraud, and professional ethics.

Ethics and Contemporary Accounting Issues (ACCT 890)

Supervised independent and group research into contemporary topics and issues in accounting including - international accounting standards and ethics, culminating in oral and written presentations.

Ethics and Sustainable Business Faculty

The CoB has institutionalized its commitment to business ethics, social responsibility and sustainability by hiring full-time faculty members who specifically teach courses relating to the social, ethical and environmental aspects of business. We are currently adding two additional fulltime faculty in this area beginning Fall 2016. Many additional faculty and lecturers incorporate these values into their topical courses.

Murray Silverman is a Professor of Management in the College of Business. He teaches in the areas of Business & Society, Strategic Management, and Business & the Natural Environment. A primary focus of his teaching and research has been the impact of business organizations on the natural environment and what they are doing and can do to become more environmentally sustainable. In 1995, he developed a graduate seminar – BUS 857: Business Management and Environmental Leadership. He also developed MGMT 856: Managing the Sustainable Business, which he teaches every Fall semester. In 2000, he developed an undergraduate course – BUS 450: The Greening of Business – which is a General Studies course, an elective for College of Business students, and an elective for Environmental Studies majors. He received his M.S. in Industrial Administration from Purdue University's Krannert School and his Ph.D. in Business from Stanford University.

Tom Thomas is an Associate Professor in the College of Business. He teaches in the area of the Social, Political, Ethical and Legal Environment of Business. He began his academic career as an assistant professor in the University of Washington's School of Business Administration, where he spent eight years teaching courses in Business, Government, and Society, Environmental Management, and the Politics of Business Regulation. While there, he conducted research primarily in business political strategy and corporate environmental management, and co-founded the first MBA Environmental Management program in the U.S. He received both his Ph.D. (in Business & Public Policy) and his MBA from University of California, Berkeley. He also received his Master of Public Policy degree from the University of Michigan.

Bruce Paton (on leave) is an Associate Professor in the College of Business. He teaches in the areas of Business & Society, Business & the Natural Environment, and social dimensions of sustainability. His early career included experience in government and in environmental consulting. At Hewlett-Packard, he ran a corporate product stewardship program and led training and business planning processes for the corporate manufacturing and corporate environmental health and safety groups. His primary research interests focus on corporate voluntary environmental initiatives and innovative policies to influence corporate environmental performance. He developed an undergraduate course MGMT 655: Business Innovation to Meet Emerging Needs – which focuses on business responses to global poverty and emerging markets. He received his Ph.D. in Environmental Studies from U.C. Santa Cruz and his MBA from Stanford University.

Peter Melhus is an Associate Professor in the College of Business. He teaches in the area of the Social, Political, Ethical and Legal Environment of Business and the environmental and social dimensions of sustainability. In 1998 he completed a 25-year career with Pacific Gas & Electric Company, the last eight directing environmental policy for the company. His primary research

interests focus on institutionalized incentives for corporate social and environmental responsibility and the relationship of corporations to their external constituents. While lecturing at San Jose State University in 2005, he developed a graduate course, which helped students understand why public, and private sector environmental planning is in the self-interest of the business community. He received his Ph.D. in City and Regional Planning from U.C. Berkeley and his MBA from Santa Clara University.

Denise Kleinrichert is an Associate Professor, Management/Ethics. She teaches in the areas of Business Ethics, and Business, Society and Sustainability. Her career includes corporate experience in risk management and human resources in the insurance, hospital, and banking industries. She has published in the areas of corporate community initiatives, corporate social responsibility and accountability, sustainable business, MBA business education, and board director risk and transparency, and student attitudes regarding corporate responsibilities. She has developed and taught undergraduate and graduate business ethics, society and sustainability courses at the University of South Florida and SFSU. She received her Ph.D. and MA in Philosophy, and MLA in Social & Political Thought from the University of South Florida. She has her BA in economics from Indiana University and her undergraduate studies included social, labor, and urban economics.

Geoff Desa is an Associate Professor of Management. His teaching focuses on business & society, strategic management, and social entrepreneurship. Geoff's research examines resource mobilization and venture development in the technology and social entrepreneurship sector. He earned his Ph.D. in business from the University of Washington in Seattle with emphases in technology entrepreneurship, strategic management, and public affairs. Geoff worked at Novera Optics and at Hewlett Packard as an optical engineer. He earned his M.S in electrical engineering from Stanford University. He is on the board of the Common Data Project, a technology social venture engaged in information technology privacy. He also currently serves as an executive fellow at Santa Clara University's Global Social Benefit Incubator.

Caterina Tantalo is an Assistant Professor of Management. Her teaching focuses on business in society, business strategy, and strategic approaches to corporate social responsibility. Her research focuses on the incorporation of social responsibility into corporate strategy. Before coming to SF State, she lectured in strategic management and organizational behavior, and taught a Capsim Simulation at the University of Texas at Arlington. Caterina has presented on corporate social responsibility and sustainability at numerous management conferences, and has published a paper on corporate social responsibility and competitiveness in the International Journal of Technology and Management. She received her Ph.D. in management science, her M.A. in strategic management, and her B.A. in business management from Luiss Guido Carli University in Rome, Italy.

Principle 3

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

College of Business Academic Degrees - Ethical, Social and/or Environmental Focus

One very good measure of the extent to which an MBA program is preparing future business leaders to be able to deal with social, ethical and environmental challenges is the earlier biennial *Beyond Grey Pinstripes Survey* conducted by the Aspen Institute. The survey measures how well institutions prepare students for environmental, social and ethical complexities of modern-day business.

The College of Business (CoB) is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute's 2011-12 *Beyond Grey Pinstripes* survey. The biennial survey measures how well institutions prepare students for environmental, social and ethical complexities of modern-day business. In the 2009-2010 *Beyond Grey Pinstripes* survey, SFSU's MBA program ranked 29th internationally and 23rd nationally for its inclusion of ethical, social and environmental content. This determination reflected significant growth from the earlier assessment. In the 2007-2008 *Beyond Grey Pinstripes* survey, SFSU's MBA program ranked 37th internationally and 27th nationally for our inclusion of ethical, social and environmental content. SFSU was one of only two state universities to be ranked in the top 100 in each of these evaluations.

More than 30 MBA courses across all CoB Departments include social, environmental or ethical content. The courses are listed below under the specific degree programs, and following the listing of these specific programs and courses. However, these courses may also be taken as electives by students with a keen interest in developing specific functional areas of expertise.

MBA Emphasis in Sustainable Business

In 2007, the COB developed the *MBA Emphasis in Sustainable Business*. In Spring 2012, the college upgraded the emphasis to a formal *Concentration*, reflected on a student's degree.

This concentration provides students with an in-depth appreciation of the environmental and social dimensions of conducting business in a global market. Three aspects of sustainable business that improve a firm's long-term performance are emphasized: managing risks (regulatory, reputation, litigation, market, etc.); values-driven leadership; and recognizing market opportunities created by environmental and social challenges. Learning outcomes include how to articulate the business case for sustainability, how to develop and lead internal and external coalitions needed to drive organizational change, and how to implement metrics for measuring progress and providing accountability.

In addition to the core MBA requirements, students specializing in sustainable business are required to complete the following courses, as well as two advanced level business electives with significant sustainability content.

The Political, Social, and Legal Environment of Business (BUS 884)

Role and impact of business in society. Contemporary social, political, legal, and ethical issues that demonstrate mutual impact of economic and non-economic institutions both domestically and abroad.

Managing the Sustainable Business (MGMT 856)

Skills and perspectives required to manage and operate a sustainable business. Focus on the tools necessary to perform each business function (such as marketing, manufacturing, distribution, purchasing, HR, R&D, information systems, finance, accounting) taking environmental and social implications into account.

Business Management and Environmental Leadership (BUS 857)

Impact of business organizations on the natural environment. Approaches to effectively respond to environmental issues.

Innovation for Sustainability (MGMT 858)

Focus on business innovation to meet society's emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

MBA Emphasis in Social Innovation

In Spring 2013, the college of Business launched a new MBA emphasis in Social Innovation. This emphasis provides students with a focus on applying business innovation skills to address complex social problems. This skills-oriented emphasis serves the needs of social-entrepreneurs, and early to mid-career professionals working in businesses, social change organizations, and other organizations hoping to develop business skills to address social problems and opportunities.

Learning outcomes for the emphasis include:

- ability to articulate the business case for social innovation to senior management or in one's own entrepreneurial organization,
- skills to promote creativity/innovation in an organization,
- ability to apply the tools and concepts of creative problem formulation/solving to complex social challenges and opportunities,
- capability to communicate findings to diverse audiences, and
- ability to implement consistent with social responsibility and sustainability imperatives.

In addition to the core MBA requirements, students complete the following three required courses, and two electives approved by a Social Innovation Emphasis advisor.

Creativity for Managers: A Global Perspective (IBUS 841)

Recognize, analyze, and support the value-adding determinants of creative behavior in global context; techniques for enacting and fostering productive creativity.

Seminar in Social Entrepreneurship (MGMT 863)

Exploration of how entrepreneurial individuals and companies find innovative methods to leverage scarce resources in the pursuit of social values. Special focus on socially responsible business practices used in the apparel industry.

Innovation for Sustainability (MGMT 858)

Focus on business innovation to meet society's emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

MBA Emphasis in Ethics and Compliance

In Spring 2015, the MBA program introduced the emphasis in Ethics and Compliance based on industry interest in developing a pipeline of skilled graduate level students who would take course work that would provide specific skills in ethics and compliance in organizations.

Their role is to reduce the risk of unethical or illegal activities by individuals working in organizations by developing policies and procedures to prevent these failures. Examples of tools developed by E&C specialists include corporate codes of conduct and employee training, analytical frameworks and decision-making, as well as advisement to top management and senior leaders towards ethical corporate cultures. Bay Area employers have indicated a need to recruit a large number of ethics and compliance staff and officers.

Learning outcomes include:

- identifying ethical issues and developing solutions
- ethical analysis and decision-making models for strategic planning
- understanding the demands of transparency and Sunshine Laws
- effectively understanding, negotiating and managing business risks and safety for stakeholders
- understanding the compliance and regulatory challenges of global business practices
- measuring and auditing the effectiveness of compliance programs
- integrating, aligning ethics and compliance management and risk management, with analytics and technologies
- understanding the complexities of technology and protections for stakeholder privacy
- developing organizational operations, training and structures under Chief Ethics and Compliance Officers
- operating as change agents
- developing best practices in leadership of organizational processes and managing stakeholder impacts

In addition to the core MBA requirements, students must complete the following three required courses, and two electives approved by an Ethics and Compliance faculty advisor:

Ethics and Compliance in Business (MGMT 850)

Focus on integrity, understanding and applying managerial ethical decision-making, understanding regulatory compliance as it relates to a variety of organizational functions, developing ethics training, and evaluating stakeholder impacts. Extensive use of decision-making application models through case studies and interactive exercises. Research or internship in an area specific to students' careers.

Leadership in Action (MGMT 857)

Focus on the strategic, operational, functional, ethical and integrity challenges of leadership in practice. It is taught by faculty using leadership readings, case studies, experiential exercises, and incorporates frequent corporate leaders as guest speakers.

Business Negotiating in the Global Economy (BUS 859/IBUS 859)

Development of business negotiating skills through experiential exercises, negotiation role-plays, and cases involving common business negotiation situations and contexts. An emphasis is placed on learning negotiation fundamentals first, and then understanding how to adjust those fundamentals to be effective internationally and cross-culturally. Integrity and ethics issues associated with domestic and international negotiations.

Business Certificate in Ethics and Compliance

Launched Fall 2015, the *Business Certificate in Ethics and Compliance* provides academic credit coursework study towards professional credentials for Ethics and Compliance (E&C) specialists. These professionals work to prevent their organizations from committing errors that violate ethical standards of best practice or regulatory compliance. E&C specialists assess a company's potential adverse or ethical impacts on their stakeholders. These specialists may also use analytical tools, such as Enterprise Risk Management (ERM), to proactively measure the effectiveness of ethical practices and assess compliance with U.S. and global regulations by identifying specific situations of risk to an organization's stakeholders (i.e., employees, customers, suppliers, regulators and communities).

Two key areas of need for E&C specialists are leadership in instantiating internal control and strategic planning in various functional areas of a company. Their role is to reduce the risk of unethical or illegal activities by individuals working in organizations through the development of policies and procedures to prevent these ethical failures. E&C specialists must be able navigate within an organization to develop best practices as leaders in using ethical strategies and negotiation skills. Examples of tools developed by E&C specialists include developing and supporting corporate codes of conduct, employee training, regulatory compliance processes, analytical assessment and forecasting, negotiation strategies, and advisement to top management and senior organizational leaders towards ethical corporate cultures.

The required three courses for the certificate are outlined above, and fully complete the requirements for the certificate program.

Additional College of Business Courses that Meet the *Beyond Grey Pinstripes* Objectives

Management Department Courses:

Management Principles and Organizational Behavior (BUS 788)

The purpose of this class is to introduce students to theories and best practices of management and leadership and to help the student develop the managerial skills necessary to compete in today's competitive environment. The course covers a wide variety of topics, including employee rights and participation, workforce diversity, leadership, global environment, managerial ethics, corporate social responsibility, work/life balance, etc. Student teams complete semester-long consulting projects, many of which are concerned with organizational change and sustainability issues. Topics are covered through readings, lectures, discussions and examinations. One full week is specifically devoted to ethics and social responsibility, with that chapter from the textbook supplemented with handouts, articles and current news cases. These topics regularly surface and are revisited throughout the semester when discussing their links to and implications with other course topics.

Seminar in Organizational Design and Change (MGMT 842)

Today's competitive, fast-paced, global economy requires regular organizational changes just to survive. This class examines the utilization of behavioral science knowledge to enhance employee well being, work team performance and organizational effectiveness. Topics covered include social and ethical issues. Specifically, students are taught to exercise high personal ethics as they conduct research for their semester team project (4-6 students in each team) involving the gathering and use of confidential data on employee attitudes within an organization facing a real presenting problem, e.g., high employee turnover, productivity declines, etc. The team project comprises 25 percent of the student's grade. Additionally, the managerial ethical responsibility of providing a psychologically healthy workplace is integrated into most classroom lectures throughout the semester, reinforcing this component of professional ethics.

Seminar in Leadership Patterns and Opportunities (MGMT 848)

This seminar affords the graduate student the opportunity to blend management and leadership theory with real-world concerns of corporate executives. Guest speakers, most of whom are senior level executives of firms in the Bay Area, share their views and experiences on issues facing today's managers. Topics covered include ethics in executive decision-making, organizational structures that lead to corporate social responsibility, the ethics of control systems, and sustainable development. Approximately 35 percent of class time is spent discussing and analyzing these and other related topics. Student semester papers require the integration of the reading and guest speaker presentations and a self-assessment of the student's own leadership competencies.

Seminar in Strategic Management (BUS 890)

The objectives of this seminar are to: (1) teach students, cutting-edge strategic management concepts, tools and techniques, (2) integrate students, prior business administration course work into a strategic management framework, and (3) create an atmosphere in which students can study and experience unstructured problem solving related to management of the total firm, instead of its individual functions alone as in their prior functionally-oriented course work.

Students study and analyze ethical issues faced by business general managers and discuss frameworks for helping managers make ethical/moral decisions. Moreover, students are introduced to strategic issues and problems of particular concern to top executives including consideration of the firm's social and environmental responsibilities.

Depending on the class, from approximately 20 percent to more than half the class time is spent reviewing social, environmental and ethical issues. Other topics addressed include: creating synergy between corporate strategy and social responsibility, sustainable economic growth in emerging markets and economically disadvantaged areas, executive compensation strategies, corporate reputation, inclusive capitalism, work/life balance issues and employee rights.

Finance Department Courses:

Seminar in Financial Management (FIN 820)

Analysis and management of corporate financial risk exposure using financial derivatives. Risk exposures include, market risk, commodity price risk, currency risk, interest rate risk, credit risk and liquidity risk. Topics related to ethics include issues associated with the risk taking of financial executives that is motivated by existing compensation schemes - for example, asymmetric incentives for hedge fund managers and incentives for mortgage lenders based on loan volume rather than quality. Also covered is the conflict of interest for credit rating agencies that receive payment from the financial institutions that create structured mortgage securities.

Financial Analysis and Management (FIN 819)

This is an advanced course in financial management. The objective of this course is to help students to learn tools and concepts about how to make financial decisions such as capital budgeting and financing. Topics include the valuation of financial and real assets, risks and returns, capital budgeting and capital structure. In discussing cash flows and other investment criteria, the class explores difficulties in forecasting cash flows associated with environmental and social initiatives or with projects that have social or environmental risks. Agency problems relative to financial managers are discussed.

Seminar in Investments (FIN 825)

This course introduces students to financial decision-making in areas such as stock and risky asset portfolio management, bond portfolio management, financial derivative investment, and market efficiency and behavioral finance. The course introduces students to trading strategies that may currently be legal but are not ethical – traders taking advantage of time differences between countries, hedge fund managers that are able to negatively influence a developing country's currency with devastating consequences to the country. Speakers in the class included a hedge fund manager that focuses on renewable energy and carbon trading.

Accounting Department Courses:

Legal and Professional Responsibilities in Accounting (ACCT 804)

This course provides an overview of the laws governing contracts, sales, and forms of doing business. The course provides an in-depth examination of the role of accountants for public companies, and their responsibilities under the Securities Acts, state, regulations, and standards of professional conduct. Over one-third of class sessions cover legal, ethical, and social

responsibility topics such as U.S. constitutional law, securities regulation and insider trading, professional conduct and liability, regulation of the accounting profession, and professional ethics. Recently, in response to current events, the course has covered corporate governance and the audit profession in greater depth, with a focus on managing or avoiding conflicts of interest.

Federal Income Taxation (ACCT 811)

This course provides an in-depth introduction to federal tax problems: income, deductions, credits, exemptions, and property transactions. Ethics and professional responsibility is a very important component of many class discussions. The complex self-assessment federal income tax system creates tremendous temptation to cheat or create questionable interpretations of the tax law. Students often raise this issue and its consequences for clients and tax professionals. Professors also raise it as part of their presentations of technical subjects. They generally prefer to have ethical issues arise from the discussion of technical subjects, an approach that makes the importance of ethical issues more realistic.

International Business Department Courses:

Seminar in International Business (IBUS 815)

This introductory seminar addresses key topics in the international business environment and the operational issues facing international enterprises. A central theme of the course is the effects of globalization and their impact on management of international businesses. The course includes one class session out of 15 devoted entirely to ethics cases such as the responsibilities of pharmaceutical companies' to AIDS patients in Southern Africa. At least three other classes focus specifically on ethical issues such as predatory or discriminatory pricing, the social impacts of outsourcing and off shoring, and the social impacts of development strategies such as import substitution. The course also includes frequent short discussions of social and ethical issues emerging from business encounters with multiple cultures.

Seminar on Doing Business with Japan (IBUS 879)

This seminar is designed to expose students to a variety of issues in Japanese culture, management, organization, and employment relations. The course aims at developing an understanding of Japan, Japanese business practice, and Japan-American/Asian contrasts. The primary themes of the course concern cultural issues, firm behavior and international business strategies. The key topic areas include: corporate governance, industrial relations, labor shortages, aging population, culture/language challenges of foreign workers, gender in the workplace, culture and economic impacts, manufacturing design, changes in Japanese domestic managerial strategies in a global economy, financial markets, and state-economy relations, corruption, stakeholder relationships and trust.

Decision Sciences Department Courses:

Operations Analysis (BUS 786)

This course is an introduction to the field of operations management. The course material covers concepts related to productivity, quality and decision making in the operations of goods and services. The classes on quality management and just-in-time (JIT) operations cover the cost

savings associated with waste. Also, the ethical aspects of quality are introduced using the case of Guidant hiding defects in its heart devices as an example.

Management Decision Making (DS 852)

This course helps students understand business modeling as both a craft and a science. They gain a set of analytical tools (optimization, queuing, simulation) to help them make better decisions, and learn how to use spreadsheet software more effectively and efficiently. The course includes case studies that require students to address some of the social and environmental implications of business decision-making. Examples include the social impact of plant closings, optimization of production decisions in the face of regulatory constraints on the sulfur and ash content of plant emissions, and quality-of-life impacts on surrounding neighborhoods when planning a new airport runway.

Total Quality Systems (DS 854)

The primary objective of this course is to introduce students to the basic concepts and tools of Total Quality Management (TQM). The course covers an overview of TQM tools, process variation concepts, continuous improvement methods, quality costs, and benchmarking and reliability. The course covers Baldrige National Quality Award criteria, and discusses in detail ISO 9000 certification and Six Sigma quality concepts. One class session focuses on product liability and the importance of not cutting corners, emphasizing how the minimal benefits are invariably outweighed by massive liability and negative publicity if products fail. Other topics include the effects of ISO 14000 on the supply chain, and the sensitivity of brand image to stakeholder goodwill.

Supply Chain Management (DS 855)

This course is an introduction to the techniques and concepts of Supply Chain Management. Students learn to evaluate supply chain strategies, solve aggregate planning problems optimizing the production and distribution of goods, analyze inventory management policies, evaluate a transportation and facility network, and understand the information technologies used within the supply chain and the basics of coordination. Students also consider the social, cultural, and environmental issues, involved in plant location when outsourcing production. For example, when evaluating potential locations, cost analysis must incorporate intangible factors such as labor relations political stability, workforce education, and environmental conditions. Classroom discussions on customer relationship management (CRM) and reverse logistics consider the implications for end-of-life product take-back. Environmental and social impacts of international shipping are discussed, including the environmental impacts associated with docked ships and the societal health and environmental aspects of trucking versus rail. Guest speakers have covered topics such as greening of supply chains, and “Women in Logistics”.

Seminar in Project Management DS 856

This course is designed to introduce students to the tools and concepts of project management. It helps students understand the entire project life cycle, realize the importance of technical, human and organizational issues in managing a project and know how to plan, schedule and control a project. In addition to teaching quantitative scheduling and control methods, faculty use case studies, projects and invited speakers to familiarize students with project-related environmental, social and ethical issues. Lectures and exercises address ethical issues such as how good project

monitoring and communications are essential for preventing unethical practices such as cutting quality assurance, how deception in dealing with suppliers undermines project success, and the importance of dealing honestly with top management when expectations diverge. Student teams are challenged to develop project proposals that meet a non-profit foundation's criteria, such as providing vocational education for disadvantaged populations, installing solar panels on urban rooftops, and planting organic urban gardens. Recently invited speakers include an executive from a leading green cleaning products manufacturer who discussed carbon footprint analysis and green materials sourcing as they relate to project management.

Information System Department Courses:

Information Systems for Management (BUS 782)

This course provides an introduction to information systems and their use for organizational management. Topics covered include: Role of information systems, data and knowledge management, internet infrastructure, information security, e-commerce, intranet and extranets, enterprise information systems, ethics, risks and compliance. Topics are relevant to for-profit, non-profit and government organizations. Both the business case and the ethical rationale for safeguarding customer and employee privacy are explored. Compliance with FERPA, HIPAA, ADA and Sarbanes-Oxley are covered.

Information Systems for Strategic Advantage (IS 814)

Business practices, information technology & systems and compliance requirements are rapidly evolving in the networked economy. This course helps students better understand the role of information systems in sustaining an organization's operations and in enabling the pursuit of its strategies. There is a major focus in the course on environmental issues in IT. Discussion of the economic and environmental implications of distributed systems includes energy use in data centers, reduced need for physical facilities and equipment and consideration of environmental life-cycle impacts of equipment. Other topics covered include: governance and compliance, global issues including the digital divide, privacy issues and work-force implications including job losses due to out-sourcing.

Seminar in Information System Resource Management (IS 882)

This seminar focuses on the principles and practice of managing an organization's information system resources: planning for the information system function; computing services acquisition and staffing; organizing and controlling the information process activity. The seminar is intended to create an appreciation and understanding of the issues and challenges facing managers who must take advantage of the corporate information system resource. Topics covered in depth include an exploration of what it means to be an ethical CIO, IT governance issues such as Sarbanes-Oxley and CoBIT, the impact of information technology on society and IT globalization issues.

E-Commerce Systems (IS 871)

This course examines information systems that provide electronic commerce support for an organization. The course covers e-commerce concepts, types of e-commerce, e-commerce models, the technology used in e-commerce systems, and the planning, design, implementation of e-commerce systems. Topics covered include: privacy issues and implications for protecting

customer information as well as ethical and privacy issues associated with mobile computing, wherein customer location can be tracked. A theme throughout the course is the changing face of commerce due to e-commerce and the concomitant impacts on society; for example, the environmental impacts of less driving and reduced investment in conventional brick and mortar facilities.

Marketing Department Courses:

Marketing Management and Multinational Operations (BUS 787)

This course provides a general introduction to the principles and practices of marketing. It addresses the variety of marketing roles within organizations, and explores how the global, social and economic environments of business influence marketing. Specific topics include social marketing for issues such as energy conservation, green washing and deceptive advertising practices, and ethical issues in market research, such as consumer privacy. Recent sections have included at least one session devoted to ethics in marketing.

Strategic Marketing (MKTG 860)

This course is designed to acquaint business students with concepts, principles and practices in marketing strategy. The course focuses on development, implementation and evaluation of marketing plans for product markets. It emphasizes the use of marketing knowledge to address strategic issues. The course objectives explicitly include developing students' understanding of ethical and social responsibility implications of marketing issues. Case studies in recent sections have focused on topics including sustainable and socially responsible positioning, social marketing for health awareness, fairness in pricing, truth in advertising and planned obsolescence, marketing, targeting of children and other vulnerable populations, aggressive competitive practices, marketing to meet the unmet needs of the poor, and ethical issues in competitive intelligence gathering.

Consumer Behavior (MKTG 861)

This seminar focuses on how marketing affects the lives of consumers and the societies they live in. The course examines psychological, sociological, anthropological and economic processes affecting consumer choices and the implications of those factors for consumer and societal well-being. The course requires students to complete a project with an in-depth comparison of two products in a single industry. The required analysis includes assessment of the social impact of the product.

Advertising and Promotion (MKTG 862)

This course focuses on advertising as a process. It addresses topics including advertising planning and creative development, media planning, and integration of advertising with other business. This year, class participants attended a Business Ethics Week event featuring Starbuck's and The Gap as a class and then discussed the ethics and social effects of those companies global branding. The course also includes a discussion of branding for the U.S. Army and the ethics of advertising products and services that conflict with one's personal values.

Brand Management (MKTG 875)

This course focuses on strategies for building and maintaining brands. The course addresses theories concerning consumer responses to brands and brand strategies. Topics discussed include the harm to brands from boycotts and consumer campaigns motivated by the ethical and social conduct of the firm.

Marketing of High-Technology Products and Services (MKTG 885)

This course focuses on marketing in the context of high technology, which is characterized by high levels of uncertainty concerning technology and markets. The course deals with assessing potential demand, creating a value proposition, pricing, assessing technological uncertainty and the unintended consequences of new products, designing marketing campaigns, and coordinating supply chains and distribution channels. Three weeks out of 15 explicitly address social and ethical issues. The course devotes at least one session entirely to ethical issues. Another session included a class discussion of a case concerning the ethics of differential pricing of two closely related drugs targeted at very different populations. The discussion focused on a stakeholder view of the dilemmas. Other topics include safety and environmental effects associated with technological uncertainty.

New Product Management Seminar (MKTG 888)

This course addresses the design and development of new products and innovations, and the development and execution of marketing strategies for new products. The course emphasizes of understanding customer needs and translating that understanding into design criteria, product specifications and product prototypes. The course also focuses on the role of the product manager in bringing the product from concept to market. The course is project based, allowing students to take a product from concept to prototype and marketing plan. In addition to encouraging them to explore products to address social needs, the course requires them to evaluate the environmental effects of their product ideas.

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.

College of Business Faculty Research – Peer Reviewed Publications

The College of Business faculty actively engages in academic research on the intersection of business and society regarding issues specifically relating to the ethical, social, and environmental sustainability dimensions of business. Our faculty also present their research at innumerable academic and practitioner conferences on these topics, which such list would be too lengthy for purposes of this report. This report includes published peer reviewed articles and book chapters authored and co-authored by SF State College of Business faculty. Faculty frequently use their research findings to add context and further depth to classroom discussions, thereby enhancing student understanding of business as it relates to the creation of ethical, social, environmental and economic value in society. We list here our faculty academic, peer-reviewed publications on these topics from 2011 - 2015.

Published research from our faculty (bolded) includes:

- Luchs, M., **Kumar, M.** (in press). When might consumers choose superior sustainability despite a trade-off with other valued product attributes? *Journal of Business Ethics*.
- Townsend, J., **Kumar, M.**, Talay, B. (in press). *Can a Halo be Green? The Effects of Sustainable New Product Attributes on Brand Perceptions*. Product Development Management Association.
- **Kleinrichert, D.** 2015. Disruptive Women – Social Entrepreneurs with a Mission to Change the Face of Business. *Journal of Academic Perspectives* (3), 15.
- **Purser, R.** 2015. Mindfulness Revisited: A Buddhist-based Conceptualization. *Journal of Management Inquiry*, 1-23.
- **Bar, M.**, Kim, S., Leukhina, O. 2015. Gender Wage Gap Accounting: the Role of Selection Bias. *Demography*.
- Lin, H., Chang, O., **Chang, C. C.** 2015. Perceptions of Sustainability Reports: A Movement toward a Higher Standard of Reporting. *The International Journal Of Sustainability Policy And Practice*.
- **Wang, L.**, Cui, Z., Liang, X. 2015. Does it pay to be green? Financial benefits of environmental labeling among Chinese firms, 2000-2005. *Management & Organization Review*, 11(3) 493-519.
- **Cholette, S., Kleinrichert, D., Roeder, T., Sugiyama, K.** 2014. Emerging Social Entrepreneurial CSR Initiatives in Supply Chains: Exploratory Case Studies of Four Agriculturally Based Entrepreneurs. *Journal of Corporate Citizenship*, (55), 40-72.
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 - Lin, H., Chang, O., **Chang, C. C.** 2014. Importance of Sustainability Performance Indicators as Perceived by the Users and Preparers. *Canadian Center of Science and Education*.
 - Lee, K., Scandura, T. A., **Sharif, M. M.** 2014. Cultures have consequences: A configural approach to leadership across two cultures. *The Leadership Quarterly*, 25, 692-710.
 - **Sayed, L.** 2014. Mobile Device Adaptation Efforts: the Impact of Hedonic and Utilitarian Value. *Journal of Computer Information Systems*, 51(1), pp. 48-58.
 - **Sengupta, S., Wang, H.-M. D.** 2014. Information Sources and Adoption of Vaccine during Pandemics. *Emerald*.
 - **Yang, N.** 2013. In S. Poelmans, J. Greenhaus, and M. de Las Heras (Ed.), *Effects of gender and family on earnings and career paths: A cross-cultural study of Europe, the USA and Japan* (pp. 107-134). London: Palgrave Macmillan: Expanding the Boundaries of Work-Family Research: A Vision for the Future.
 - **Yang, N., Colvin, C., Wong, Y.-Y.** 2013. Navigating corporate social responsibility components and strategic options: The IHR perspective. *Academy of Strategic Management Journal*, 12(1), 39-58.
 - **Paton, B., and Tantalo, C.** 2013. What if? Battling information asymmetries to accelerate adoption of CSR Business Practices. *Proceedings of the International Association for Business and Society*, Volume 24: 41-48.
 - **Starik, M.** & Kanashiro, P. 2013. Toward a theory of sustainability management: uncovering and integrating the nearly obvious. *Organization & Environment*. 26(1): 7-30.
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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.

The College of Business hosts a number of workshops and events that include collaborative relationships with business corporations and business professionals to share knowledge about best practices and challenges in ethical, social and environmental learning, responsibility and practice for our students. These projects develop campus and community value by developing awareness and skill-building for university students, faculty, business, and the community (including rising high school students).

Ethics and Compliance Workshops

<http://cob.sfsu.edu/college-of-business-enterprises>

Success of the annual *Business Ethics Week* events (see Principle 6 below) with speakers' interests in SF State's College of Business industry outreach: determined that a number of industry expert speakers holding professional roles in ethics and compliance had interests in pursuing a formal educational executive workshop. We collaborated with industry Ethics & Compliance executives to develop a series of workshops based on specific components of the field, with a focus on upper and midcareer professionals, their staff members and our students (undergrad and MBA). As a result, we have held four workshops, with a fifth scheduled for April 2016:

Ethics & Compliance Workshop: Hospitality and Tourism – Nov. 2014

Ethics & Compliance Workshop 2.0: Healthcare and Pharmaceuticals – Nov. 2014

Ethics & Compliance Workshop 1.0: Healthcare and Pharmaceuticals – April 2014

Ethics & Compliance Workshop: Global Challenges– Nov. 2013

- [Ethics & Compliance: Hospitality and Tourism Industries, Thurs., Nov. 7, 2014](#)
- [Ethics & Compliance: Healthcare and Pharmaceutical Practices, Wed., Nov. 6, 2014](#)
- [Ethics & Compliance: Medical Health & Pharmaceutical Practices, Mon., Apr. 24, 2014](#)
- [Culture of Ethics & Compliance: FCPA and Global Bribery Challenges, Thurs., Nov. 7, 2013](#)

Case Study Writing

Two CoB faculty members have written award-winning sustainability cases after working collaboratively with industry leaders to understand the strategic initiatives in the area of environmental sustainability. These three case studies are widely used for teaching purposes in business courses around the world, including in the College of Business' undergraduate and graduate business courses.

- Protecting Our Oceans: Sustainability at Holland America Lines, 3rd place in the 2013 OIKOS Case Study Competition. (Murray Silverman). The *OIKOS Sustainability Case Competition* is an annual international event. The panel of 15 referees that review

(double-blind, peer review) the cases is a Who's Who of distinguished faculty in the area of business sustainability.

- The *Benziger Family Winery* case placed 4th in the OIKOS 2003 Case Study Competition and has been published in the 1st and 2nd editions of Environmental Management: Readings and Cases by Michael Russo, University of Oregon, and in Strategic Management: Concepts and Cases by Thompson & Strickland, McGraw-Hill/Irwin, 14th edition. (Murray Silverman)
- *Kimpton Hotels: Balancing Strategy and Environmental Sustainability* is one of the most utilized cases on the web-site caseplace.org, which features cases related to the social, ethical and environmental issues facing businesses. The case has been published in Case Studies in Sustainability Management and Strategy, edited by Jost Hamschmidt, Business and Society by Anne Lawrence and James Weber (11th and 12th editions), and Strategic Management: Concepts and Cases by Thompson, Strickland and Gamble, 15th edition. (Murray Silverman and Tom Thomas)

High School Student Sustainability Summer Workshops

The *Center for Ethical & Sustainable Business (CESB)*, led by Prof. Murray Silverman, developed a weeklong, half-day summer sustainable business high school student camp in 2011 for local students with the assistance of two MBA students, and three additional faculty to assist the first year. Prof. Kleinrichert spearheaded the leadership role of the two subsequent high school summer workshops in 2012 and 2013 for up to 40 students. A 2016 summer workshop is in the planning. The workshops are free to the San Francisco United School District's (SFUSD) public high school juniors and seniors through application, with teacher and parent recommendations/approvals.

June 2011: 12 students from Sacred Heart Academy High School. Murray Silverman coordinated, with teaching assistance from Denise Kleinrichert, Bruce Paton and two MBA students, Barbara Boccia and Sheetal Kapani.

June 2012: 30 students from nine SFUSD high schools resulted in student diversity and socioeconomic access to SF State's College of Business' sustainable business focus. Weeklong camp direction was assisted by Eric Lewis (SFUSD), student recruitment; teaching by CoB faculty Denise Kleinrichert, Murray Silverman, Bruce Paton, Connie Ulasewicz and Deanna Robinson (Gap Inc.). Funding: Silicon Valley Bank Foundation grant (\$750) - MBA alum Barbara Boccia.

June 2013: 40 students from nine SFUSD high schools. Coordinated by Denise Kleinrichert and student recruitment by Eric Lewis (SFUSD). Camp teaching by faculty Denise Kleinrichert, Bruce Paton, Caterina Tantalo, Connie Ulasewicz, and Mark Starik. Two CoB student assistants – Gloria Carrillo, undergrad and Brian Bankston, MBA student. Funding provided by Silicon Valley Bank Foundation (\$2,000) - MBA alum Barbara Boccia and Sheetal Kapani.

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.

CoB Advisory Board

The purpose of the CoB Advisory Board is to enable effective partnership between the business community and the College in order to ensure that:

1. Our curriculum and programming reflects the current and future needs of the business community so that our graduates become significant contributors;
2. Our students are exposed in meaningful ways to businesses during their course of study in the appropriate balance of theory and practice;
3. The CoB provides appropriate mentoring, internship opportunities and job placement opportunities for students;
4. Our faculty remain current in their fields and have opportunities to contribute to the body of knowledge in these fields through meaningful research projects;
5. The CoB contributes to the competitiveness, growth and overall success of the business community; and
6. The CoB develops funding sources to enable investment for expansion.

The CoB Advisory Board is comprised of individuals with significant experience and expertise in a diverse set of business and professional disciplines representative of the San Francisco Bay Area, with a focus on the global nature of the Bay Area's business environment. The Advisory Board meets formally two to three times per year. In the interim, members work with the CoB, individually or in groups, based on their skills and interests, to achieve best practices goals.

Center for Ethical and Sustainable Business

The College of Business created as a regional *Center for Ethical and Sustainable Business* (CESB) in 2012 to leverage the growing momentum among businesses to implement socially and environmentally responsible business practices. Our tagline, *Where Responsibility Meets Opportunity*, reflects our mission to promote positive social and environmental change by leveraging the dynamic energy of private enterprise towards adding student interaction with real world challenges.

CESB serves as an innovative hub for social and environmental teaching, debate, outreach to the Bay Area business community and research. CESB:

- Builds long-term partnerships with local organizations to support managerial and executive-level training and development.
- Identifies and communicates best practices, supporting the development of industry-

specific sustainability strategies and programs.

- Integrates undergraduate and graduate student academic experience through hands-on engagement, internships and career opportunities with Bay Area businesses and other organizations.
- Conducts and seeks publishing support for applied research using regional business data gathered through focus groups, interviews and surveys.

Business Ethics Week (annual)

Business Ethics Week started in November 2006. Over the years, more than 4,000 business students have heard from more than 100 business and industry experts on topics related to business ethics, corporate social responsibility, social entrepreneurship, and environmental sustainability. Over 50 percent of faculty have integrated ethics-related modules or speakers into their classes during that week. The weeklong activities have expanded each year, with the 10th year anniversary occurring in November 2015. The annual program has been institutionalized through the creation of a College of Business committee, with faculty and lecturer representatives from each department sourcing business and organizational speakers and events.

Business Ethics Week events have included:

- Violations In Foreign Corrupt Practices Act - Deep Sengupta, Principal, Fedex Trade And Customs Advisory Services
- Can Cities Ethically Yet Successfully Partner With Private Interests? - Jose Cisneros, San Francisco City Treasurer, In Conversation With Tina Caratan, CPA, Accounting Lecturer
- Environmental Sustainability And Employee Engagement At Genentech - Katie Excoffier, Environmental Sustainability Manager, Genentech
- In Defense Of Ethics: Customer Acquisition Cost And Lifetime Value For Start-Up Entrepreneurs - Paul Mackinaw, Founder and Principal Of Leancog
- Social Entrepreneurship -Unplugged, Bruce Paton, Ph.D. And Geoff Desa, Ph.D.
- Ethics In Banking, A Community Bank Perspective - Ed Obuchowski, Chief Executive Officer And Director, Bank Of San Francisco; Lisa Lau, Chief Financial Officer, Bank Of San Francisco; Saleem Buqeileh, Senior Residential Lender, Bank Of San Francisco
- Ethics Case Study Student Debate On Animal Cloning: The Case Of The Cloned Cats, Moderator: Economics Professor Philip King, Judges: Aaron Anderson, Ph.D., Annie Longworth + Three student teams
- Helping You Navigate Moral And Ethical Standards In Business - Christian Jurinka, Chief Engagement Officer And Co-Founder, Attack! Marketing; Michelle Mulkey, Senior VP, Fleishman Hillard; Neil Chaudhari, CEO And Director Of Strategy, Propane Studio; Mike Zlatoper, Managing Director, Mekanism
- Thinking Outside The Plastic Bubble: Entrepreneurship At An Eco-Startup - Paul Tasner, Co-Founder & CEO of Pulpworks
- Ethical Relationships: It's Not All About You - Liz Walker, President, Reliable Property Management
- Being Well And Doing Good - Vince Siciliano, President & CEO, New Resource Bank
- Changing The Face Of Energy For A More Secure And Sustainable Future - Matt Ross, Chief Marketing Officer, Bloom Energy

- Social Entrepreneurship—Unplugged (Theme: Building Communities For Innovation - Peter Gardner, Sean Bolton, Russell Allan E.
- Making Food Supply Chains Efficient, Responsive And Sustainable - Riccardo Accorsi, Ph.D., "Energy Balance In Sustainable Food Supply Chain Processes" and Renzo Akkerman, Ph.D., "Modeling Water Reuse In The Food Industry—Opportunities And Challenges"
- "Who Cares?" Film Screening: A Film For Those Who Believe That Anyone Can Change The World. Film Screening Followed By Skype Q&A - Director Mara Mourão.
- Ethics Student/Faculty Debate – “Experimenting on Monkeys” - Faculty vs. Students
- Ethical Marketing Of Investment Products: An Oxymoron? - Panelists: Shaba Rashid, VP of Investments, Wells Fargo; Advisors; Kirk Dizon, Co-Founder & Partner, Sentinel Dome Partners; Jullia Quazi, Dir. & Co-Head, BMO U.S. Healthcare Investment Team
- How To Deal With Ethics In An Internationally Known Organization - Tama Bistran, Controller, Monterey Bay Aquarium
- "Money For Nothing—Inside The Federal Reserve" Film Screening - Followed By Skype Q&A With Director Jim Bruce.

Aspen Institute Business & Society Symposium

Beginning Fall 2013 through present, the College of Business has committed to and participated in the annual convening of the Aspen Institute’s biannual meetings (each Fall and summer) with a representative group (Dean Oubre, Associate Dean Kathleen O’Donnell, PhD, and faculty representative Denise Kleinrichert, PhD). The purpose is to engage dialogue and debate between academics and the business community on graduate and undergraduate education through storytelling, case studies and teaching/curriculum development. Aspen Institute’s mission is: *Aligning Business with the Long-term Health of Society: Established in 1998 and building on over 60 years of Aspen Institute programming, the Aspen Institute Business & Society Program (BSP) helps established and emerging business leaders put values at the heart of practice. Through dialogue, research, and outreach, Aspen BSP creates opportunities for executives and educators to explore new routes to business sustainability and values-based leadership (Aspen Institute 2015).*