



PRME Principles for Responsible Management Education

Sharing Information on Progress:

United Nations Principles of Responsible Management Education

Activity January 2014 – December 2015

I. Renewal of Commitment

PRME Steering Committee
c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
685 3rd Avenue, 12th Floor
New York, New York 10017

July 18, 2016

Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers the University of Dayton School of Business Administration is committed to progress in the implementation of 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.

Sincerely,

A handwritten signature in black ink, appearing to read "E. James Dunne".

E. James Dunne, Ph.D.
Interim Dean, School of Business Administration

II. Activities that seek to support the Principles of PRME

The Principles of PRME promote education that strives to create responsible business leaders who seek the common good, use resources in a sustainable manner, respect all people and cultures and make ethical decisions. At the University of Dayton School of Business Administration, our mission is to educate the whole person in the Catholic and Marianist tradition, connecting learning and scholarship with leadership and service in an innovative business curriculum designed to prepare ethical leaders for successful careers in a global business environment. The University's commitment to Catholic social teaching is a commitment to respect for all persons and our environment and to working for social justice and the common good. Because our Catholic and Marianist mission is so closely aligned with the Principles of PRME, educational programs that support one will naturally support the other.

The activities discussed below represent some of the new or ongoing programs at the University of Dayton that prepare our students and faculty for responsible business leadership. In many cases, the activity applies to more than one Principle, but it will only be listed once.

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.

- **Incorporation into SBA Strategic Plan.**

In 2014, the SBA adopted a new strategic plan as a result of a collaborative process involving faculty, staff, alumni, our Business Advisory Council, and other key stakeholders. The plan was approved by our faculty in August 2015. Strategic Intent #1 in the plan calls for the SBA to provide undergraduate, graduate, and professional students with practical wisdom, global and ethical perspectives, and problem solving expertise through cutting-edge learning opportunities that combine theory with practice.

- **Adoption of a Common Academic Program**

As a Catholic and Marianist university, we believe in educating the whole person. Business education can be remarkably similar across competing institutions, especially those that share common accreditation. At the University of Dayton, our business students are distinguished themselves because they are required to complete the Common Academic Program, which prescribes seven student learning outcomes for all UD graduates: Scholarship, Faith Traditions, Diversity, Community, Practical Wisdom, Critical Evaluation of Our Times, and Vocation. The Vocation learning outcome requires graduates to articulate reflectively the purposes of their life and proposed work through the language of vocation. Students develop vocational plans that exhibit appreciation of the fullness of human life, including its intellectual, ethical, spiritual, aesthetic, social, emotional, and bodily dimensions, and examine both the interdependence of self and community and the responsibility to live in service of others.

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.

- **MBA 758 Principled Organizations: Integrating Faith, Ethics and Work**

Our MBA program includes a required three-credit course on Principled Organizations. Readings, presentations by and discussion with guest business executives, and class discussions help students to reflect on how they can live out their values in their work lives and use business as a vehicle to promote the common good of society.

- **Undergraduate business ethics course redesign**

Our undergraduate students are required to take a course on business ethics, satisfied by either a course in Philosophy or Religious Studies. These courses are designed to meet a common academic program component known as Practical Ethical Action. The practical ethical action course is designed to cross the boundaries between the theoretical and the practical and between the liberal arts and the applied fields. It offers the opportunity for faculty to cross the boundaries of their own disciplines to dialogue with faculty from other disciplines in ways that enrich their own understanding of important ethical issues and that enrich the courses they offer to students. Courses satisfying the practical ethical action component may be offered by any department provided that the courses engage students in thick description and analysis of ethical issues using concepts central to the study of ethics such as justice, rights, natural law, conscience or forgiveness and that the courses provide sufficient normative content that allow students to reflect on value judgments and ethical reasoning and practical application. These courses will draw from relevant interdisciplinary knowledge as well as an understanding of the professions and social institutions.

- **Flyer Consulting**

Flyer Enterprises provides experiential business education to our students through the operation of profitable, ethically-focused businesses that serve the needs of their stakeholders. Starting in 2001 with two divisions, Flyer Enterprises now has seven retail operations and, in 2009, added Flyer Consulting. Flyer Consulting is nonprofit and provides business solutions to Dayton area nonprofits, helping them to make the most of their limited resources. Student consultants both serve society and get a tremendous learning experience. Flyer Consulting launched its Consultant Development Program in the spring of 2011 to increase underclassmen involvement and to teach them the roles within the organization. Flyer Consulting projects have continued to grow since its launch.

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

- **Center for Integration of Faith and Work**

The Center for the Integration of Faith and Work, launched in October 2009, has worked to increase programming with the goal of helping students, faculty and business professionals find deeper meaning in their life's work, using their gifts and talents, not only as a means of income and career advancement, but as an integral part of our responsibility to do good for society. The center is believed to be the only program of its kind in the country to link faith and values with personal fulfillment and business success, building on the University's Catholic, Marianist heritage as well as a growing interest in spirituality in the business sector. The University's Catholic, Marianist heritage emphasizes the education of the whole person, the role and dignity of work and the responsibility of each individual to contribute to the common good. This Center serves as a coordinating structure for efforts in the School of Business Administration related to ethics and social responsibility. The Director of the Center also chairs our Committee on Catholic and Marianist Identity.

- **Business and Marianist Values Learning and Living Community**

Learning and Living Communities (LLCs) at the University of Dayton are cohorts of first year students who live together, take at least one class together, and participate in activities planned for their cohort to advance the theme of the LLC. The Business and Marianist Values LLC began in fall 2010 with a cohort of 25 first year students. The program has grown since then with enthusiastic participation of a number of the sophomores from the previous cohorts. The goal of this LLC is to create a forum in which high achieving first-year students from the SBA and other units of the University can explore the role that Marianist values play in business decision making and in ensuring that business promotes the common good of society. The students attend events related to ethics and social responsibility in business and they do service projects designed by the students. The Business and Marianist Values LLC has been one of the most successful at the University and we plan to build on that success.

- **Service Learning Projects**

Our many service learning projects include year-long senior and semester length MBA capstone consulting projects for businesses and not-for-profits, as well as shorter service projects included in a variety of other classes. In addition to allowing our students to apply the theory they have learned to real business problems, these projects put them in touch with different business cultures and leadership styles in a way that allows reflection on the elements of responsible leadership.

- **Experiential International Capstones**

In partnership with our China Institute, we have launched several case competitions to allow our students to experience thought leadership in capacity building to solve real-world problems for companies in an ethical and socially responsible manner. For example, in 2015 we partnered with Ford China to answer how the company can meet the demand for alternative and new energy vehicles. In 2016 we worked with GE Aviation in China as it sought ways to build jet engines that are cleaner and quieter and emit less harmful emissions to the environment.

- **BWISE**

Starting with the entering class of 2015, we require all business students to complete a co-curricular requirement called BWISE (Business Wisdom through International, Service, and Experiential Learning). Students must complete two of the three components of BWISE. Even though the program recently launched, student interest in pursuing the Service component is very high, and we anticipate that hundreds of students will eventually pursue this service learning component.

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.

- **Faculty research 2014-2015 related to PRME Principles**

Recent research that speaks to the goals of PRME includes:

- Sullivan, D.M. (2015). Are entrepreneurs' networks dynamic? A replication study testing changes in entrepreneurs' networks during new venture development. *Journal of Developmental Entrepreneurship*, 20(3), 1-17.
- Meek, W.R., Sullivan, D.M. & Mueller, J. (2014). Gender differences in entrepreneurial relationships with the franchise context. *Journal of Developmental Entrepreneurship*, 19(4), 1-22.

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.

- **Annual Business As a Calling Symposium**

The Business as a Calling Symposium is held annually and co-sponsored by the SBA Center for the Integration of Faith and Work and the Jacob Program for Professional Ethics in the College of Arts and Sciences. The symposium brings to campus a business executive who has integrated his/her faith and work. The executive discusses methods for creating a culture of integrity and social responsibility in an organization and challenges he or she has faced. This event

is attended by all SBA first year students as well as upperclass students in the SBA and the College. Invitations are also extended to all UD faculty, staff, and students as well as to members of the business community. In 2014, the featured speaker was Harry J. Kaplun, President, Specialty Finance, Frost Bank, who delivered a lecture called "Where You Work". In 2015, Doug Franklin, CEO (retired), Cox Enterprises spoke on "Values Up Against Real Life: She's Buried in Your Building."

- **Walk the Talk**

Luncheon sessions are held 8-9 times per semester during which business persons and students discuss case studies that include ethical dilemmas encountered in business. All seniors are required to participate and the sessions are open to all business students and faculty.

- **International programs**

The School of Business Administration maintains strong faculty-led study abroad programs in Germany, United Kingdom, Ireland, and Spain. The School also supports students participating in exchange programs throughout the world with partner institutions. The School is an active participant in the University's China Institute. Combined, these programs expose hundreds of our students to the problems faced by globalizing economies, and the solutions that businesses and the study of business can bring.

- **Partnerships for global understanding and contacts**

We have established partnerships with the International Trade Association of Southwest Ohio, the Ohio Department of Development and the US Commercial Service to assist with the education of our students about global issues both here and when they study abroad. We also engaged an officer of the Ohio Department of Development to teach an international business class and the students benefitted from his focus on the principles of PRME and a variety of speakers that he brought to the class.

Principle 6 - Dialogue: We will facilitate and support dialog 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.

- **International Expansion for Business Plan Competition**

As part of our nationally-ranked program in Entrepreneurship, we are expanding our Business Plan Competition to areas of the world where entrepreneurship has previously been overlooked, or even illegal. In 2015 we started a round of the competition in China, and in 2016 we started a round in Vietnam. We plan to expand the global reach of the competition so that more young entrepreneurs

can learn the skills necessary to create sustainable economic growth in their countries.

- **Sponsorship of Dialogue with Key Executive Speakers**

Our collaboration with the College of Arts and Sciences allows us to co-sponsor key executive speakers who speak regularly with students about how to integrate faith-based values of ethics and social responsibility with the demands of business operations.

III. Future objectives

- **Increased experiential learning opportunities**

We will continue to expand our experiential learning opportunities that incorporate PRME themes. We are planning new corporate partners to help us execute on these learning opportunities.

- **Participate in Creating Inclusive Community conference**

Several UD students are organizing a Creative Inclusive Community conference to explore issues related to power and oppression. We will work with these students to provide an appropriate voice on the role of corporations in perpetuating and solving systems of power and oppression.