



Cornell University  
The Johnson School

**PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION  
SHARING INFORMATION ON PROGRESS REPORT  
AUGUST 2010**

**RENEWAL OF COMMITMENT**

The Johnson Graduate School of Management at Cornell University continues to support the objectives of the UN Principles for Responsible Management. Through cutting edge research, pioneering curriculum, and novel partnerships, we are committed to ensuring our students, staff, faculty, alumni, and partners work toward producing leaders for organizations that address social and environmental issues through innovation and entrepreneurship.

A handwritten signature in black ink that reads "L. Joseph Thomas".

L. Joseph Thomas  
Anne and Elmer Lindseth Dean  
and Professor of Operations Management

**GENERAL OVERVIEW**

"Sustainability in the Age of Global Development" is a cornerstone of Cornell University's strategy. Consistent with this vision, the Johnson School takes an innovative approach to sustainable enterprise management education by framing social and environmental challenges as unmet market needs that can be addressed through innovation and enterprise development. Once issues are framed as business opportunities, managers can leverage leadership and creativity to stimulate entrepreneurship, innovation, business model development and the commercialization of inherently clean technologies.

Our Center for Sustainable Global Enterprise links alumni, faculty, staff and students from all degree programs across Cornell, harnessing a wide range of research and knowledge about the development of sustainable enterprise around the globe. We encourage development of a deep theoretical and practical understanding of a complex set of interrelated economic, social and environmental issues in order to build the skills and capabilities necessary for formulating and implementing practical, operational

solutions that have value in the marketplace. We involve Cornell's top experts, leading researchers, and the most promising student scholars in extensive client engagement and multidisciplinary research to explore scalable, replicable business solutions that move organizations beyond compliance, philanthropy, ethics and reporting.

## **SELECTED HIGHLIGHTS**

1. Hosted the 2009 Net Impact Conference focused on Changemakers, Innovators, and Problems Solvers. The conference was the largest event in the organization's history and contained the highest participation rate from the private sector ever seen at a Net Impact conference.
2. Convened the 2009 Cornell Global Forum on Sustainable Enterprise featuring Honorable Al Gore, former Vice President of the United States; Ratan Tata ('59, BArch '62), Chairman Tata Sons Limited; Fisk Johnson ('79, MEng '80, MS '82, MBA '84, PhD '86), Chairman & CEO SC Johnson & Son; and Charlie Rose, journalist and talk show host.
3. Received \$1 million from the Bill & Melinda Gates Foundation and SC Johnson Foundation to create a sustainable business which offers products and services that reduce malaria infection in low-income communities in Ghana.
4. Selected as a founding Changemaker Campus in collaboration with Ashoka U – Changemaker Campus Program.
5. Keynote address by Jay Walker ('77), chairman of Walker Digital and founder of Priceline.com entitled "Org.com" in which he calls for innovation and entrepreneurship to be the drivers for addressing society's social and environmental challenges.
6. Established the **Samuel C. Johnson Award in Sustainable Global Enterprise Leadership** (to an outstanding student who has demonstrated excellence, leadership, and/or scholarship in the area of sustainable global enterprise) and the **Samuel C. Johnson Award in Sustainable Global Enterprise Practice** (to a team of students who have demonstrated excellence in leadership and made a lasting contribution that has helped to shape the sustainable global enterprise program through a project, initiative, or other effort.)
7. Completed the fifth year of the Sustainable Global Enterprise Immersion Program and established an area concentration in Sustainable Global Enterprise for second year MBA students and "Accelerated MBA students."
8. Launched SustaInvest ([www.sustainvest.org/](http://www.sustainvest.org/)), an international portfolio pitch competition for students focused on maximizing profitability and sustainability in an investment strategy.
9. Launched the Sustainable Global Enterprise Practicum in Hospitality in partnership with the School of Hotel Administration and The Pillsbury Institute for Hospitality Entrepreneurship.
10. Established three new courses: Creative Design for Affordability, Financing Renewable Energy Ventures, and Green Leap Strategies.

## **RELATED CENTERS & INSTITUTES**

1. Center for Sustainable Global Enterprise (<http://www.johnson.cornell.edu/sge/>)
2. Cornell Center for a Sustainable Future  
(<http://www.sustainablefuture.cornell.edu/index.php>)
3. Center for Transformative Action (<http://cresp.cornell.edu/>)
4. Center for the Study of the Economy and Society  
(<http://www.economyandsociety.org/>)
5. Center for the Study of Inequality (<http://inequality.cornell.edu/>)
6. Cornell University Public Service Center (<http://www.psc.cornell.edu/>)
7. Cornell Institute for Social and Economic Research (<http://www.ciser.cornell.edu/>)
8. Cornell International Institute for Food, Agriculture and Development  
(<http://ciifad.cornell.edu/>)
9. Cornell Employment and Disability Institute (<http://www.ilr.cornell.edu/edi/>)
10. Institute for Women in Work (<http://www.ilr.cornell.edu/iww/>)
11. Mario Einaudi Center for International Studies  
(<http://www.einaudi.cornell.edu/contact/>)
12. Entrepreneurship@Cornell (<http://eship.cornell.edu/>)
13. Cornell Center for Technology, Enterprise, and Commercialization  
(<http://www.cctec.cornell.edu/>)
14. Africana Studies and Research Center (<http://www.asrc.cornell.edu/default.html>)
15. Institute for Hospitality Entrepreneurship  
(<http://www.hotelschool.cornell.edu/industry/centers/ihe/>)
16. The Center For Hospitality Research (<http://www.hotelschool.cornell.edu/chr/>)
17. Global Labor Institute (<http://www.ilr.cornell.edu/globallaborinstitute/>)
18. Northeast Sun Grant Institute of Excellence (<http://www.nesungrant.cornell.edu/>)
19. Cornell Agriculture and Food Technology Park  
(<http://www.thetechnologyfarm.com/index.html>)
20. Cornell University Agricultural Experiment Station  
(<http://cuaes.cornell.edu/CUAESWeb/home.htm>)
21. Institute for Biotechnology and Life Science Technologies  
(<http://www.biotech.cornell.edu/>)
22. International Service for the Acquisition of Agri-Biotech Applications AmeriCenter  
(ISAAA) (<http://www.isaaa.org/>)
23. New York State Agricultural Experiment Station (<http://www.nysaes.cornell.edu/>)
24. Cornell Fuel Cell Institute (<http://abruna.chem.cornell.edu/fuelcell/home.html>)
25. Cornell Waste Management Institute (<http://cwmi.css.cornell.edu/>)
26. Institute for African Development (<http://www.einaudi.cornell.edu/africa/>)

## **RELATED CURRICULUM**

### Accounting

Financial Statement Analysis (NBA 5060)  
Intermediate Accounting (NBA 5000)

### Business Law

Business Law (NBA 5600)  
Advanced Business Law (NBA 5610)  
Law for High Growth Business (NBA 6890)

### Corporate Responsibility/Business Ethics

The Political, Legal and Social Environment of Business (NBA 5770)  
Global Corporate Social Responsibility (NBA 642)  
Corporate Social Responsibility: Organizational Issues (NBA 6600)  
Business Ethics (NBA 6710)

### Economics

Strategy and Tactics of Pricing (NBA 6930)  
Microeconomics for Management (NCC 5020)  
Applied Economic Analysis (NBA 5270)

### Entrepreneurship

The IPO and M&A Processes (NBA 5630)  
Global Innovation & Technology Commercialization (NBA 6180)  
Entrepreneurship for Scientists and Engineers (NBA 5070)  
Due Diligence in Private Equity Investments (NBA 5320)  
Sustainable Business (NBA 5190)  
Green Leap Strategies (NBA 6140)

### Finance

Corporate Governance (NBA 5650)  
Behavioral Finance (NBA 5980)  
The Business of Biotechnology: Taxonomy and Analysis (NBA 6080)  
International Finance (NBA 5540)  
Financing Renewable Energy Ventures (NBA 6840)

### MIS/IT

Disruptive Technologies (NBA 6120)

## International Management

- Cross-Cultural Management (NBA 5860)
- International Mergers and Acquisitions (NBA 5870)
- International Management (NBA 5890)
- Business in Emerging Markets (NBA 5900)
- Business in the European Union (NBA 5990)
- International Marketing (NBA 6250)
- Asian Business (NBA 5940)
- Experience in International Management (NBA 5920)
- The Global Enterprise (NBA 6310)
- Negotiations: The Global Perspective (NBA 5220)
- Global Business Risk Management (NBA 5480)

## Management

- Oral Communication (NBA 5680)
- Foundations in Leadership (NBA 5700)
- Seminar in Sustainable Development (NBA 5730)
- Management Practicum for Scientists and Engineers (NBA 5740)
- Consulting Process (NBA 5780)
- Sustainable Business Strategy Laboratory Simulation (NBA 6070)
- Sustainable Global Enterprise Practicum (NBA 6580)
- Projects in Sustainable Global Enterprise (NBA 6900)
- Management Consulting Projects (NBA 5750)
- Managing & Leading in Organizations (NCC 5040)
- Sustainable Global Enterprise Immersion (NBA 6580)
- Leadership Theory and Practice (NBA 5150)

## Marketing

- Marketing Strategy (NBA 6220)
- Marketing Channels (NBA 6300)
- Marketing Communications (NBA 6210)

## Organizational Behavior

- Perspectives on Leadership; Becoming a Leader (NBA 6700)
- Goal Setting and for Personal and Leadership Success (NBA 6720)
- Power and Politics (NBA 6540)
- Managerial Decision Making (NBA 6630)

## Production/Operations Management

- Logistics and Manufacturing Strategy (NBA 6410)
- System Tools for Sustainable Enterprise (NBA 6770)

## Quantitative Methods

Statistics for Management (NCC 5010)

## Strategy

Strategies for Global Competitiveness (NBA 5800)

Sustainable Global Enterprise (NBA 6030)

Consulting Projects in Sustainable Global Enterprise (NMI 5000)

Strategy Innovation in Sustainable Global Enterprise (NBA 5410)

Creative Design for Affordability (NBA 6110)

Strategy (NCC 5090)

## **RELATED SPEAKERS & SEMINARS**

1. 2009 Net Impact North America Conference
2. Annual Base of the Pyramid Narrative Competition
3. Entrepreneurship@Cornell Resource Expo
4. New York State Fair-Cornell's Sustainability Exhibit
5. Panel Discussion: Market Opportunities at the BOP with Bruce McNamer, President & CEO of Technoserve, and Justin DeKoszmovsky, Manager of Strategic Sustainability for SC Johnson
6. Next Generation Corporate Citizenship: Consciousness Raising for Business Leaders with Phil Mirvis, Boston College
7. Putting a Price on CO<sub>2</sub>: The Regional Greenhouse Gas Initiative with Douglas Mitarotonda, Office of Climate Change, New York State
8. The EPA@35 - Where to from Here? With Richard D. Otis, Jr., Deputy Associate Administrator for the Office of Policy, Economics, and Innovation, US EPA
9. River Politics, Climate Change, and Public Participation in China with Wang Yongchen, Senior Environment Reporter for China National Radio and Founder & President of Green Earth Volunteers
10. Businesses in the Triple Bottom Line with Samir Somaiya ('93), Executive Director, Godavari Sugar Mills
11. Service Section Outsourcing to India with Professor Sarosh Kuruvilla
12. Soil Health Management in Western Australia with Robert Paulin, Professor, Western Australia Agriculture and Food, Australia
13. Starved for Science: How Biotechnology Is Being Kept Out of Africa with Robert Paarlberg, Wellesley College
14. Economic Empowerment in Strategic Regions with Stephen B. Kaplitt, Director, Economic Empowerment in Strategic Regions (EESR), U.S. Department of State
15. Sustainability Issues, Assessment, and Ranking of Nations with Dr. Yannis Phillis, Technical University of Crete

16. The Challenge of Sustainability and the Role of the United States with David Hales, President of College of the Atlantic
17. The Financial Crisis: Implications for Washington, Wall Street and Main Street with Robert C. Andolina, Visiting Senior Lecturer of Finance; Dr. David Easley, Henry Scarborough Professor of Social Sciences Department of Economics; and Dr. Elizabeth Sanders, Department of Government
18. The New Oil Economy of the Rural Poor: Biofuel Production for Local Uses? A Case Study from Adilabad District, Andhra Pradesh with Dr. Emmanuel D'Silva
19. The Promotion of a Modern Agricultural Sector & the Effective Management of Our Natural Resources Are Central to Sustainability with Chelston Braithwaite, Director General of the International Institute for Tropical Agriculture
20. Foreign Direct Investment, Macroeconomic Policy Environment and Economic Growth: The African Experience with Dr. Milton A. Iyoha, University of Benin, Nigeria
21. Fuel-cell Powered Drive & Ride featuring the Chevrolet Equinox
22. Mounting an Insurrection: Social Entrepreneurship in a Corporate Context with Gib Bullock, Accenture Development Partnerships
23. Closed-Loop Supply Chains with Remanufacturing with Dr. Gilvan C. Souza, Robert H. Smith School of Business, University of Maryland, College Park
24. High Food Prices and Food Riots: Is the Global Food Crisis Here to Stay? with Dr. Per Pinstrup-Andersen, H. E. Babcock Professor of Food, Nutrition and Public Policy
25. Impact of Food Prices on Farmers, Farm Households, and Poverty with Dr. David Lee, Professor of Applied Economics and Management
26. Industry and the Private Sector's Response/Approaches to Climate Change with Jennifer Layke, Deputy Director of Climate & Energy
27. Pioneering p2p Microfinance with Jessica Jackley Flannery, Kiva.org
28. Africa's Land Use: Food or Biomass for Fossil Carbon Replacement with Raymond Francis, SUNY-Syracuse College of Environmental Science and Forestry
29. After Enlightenment: Rethinking Science's Place in Democracy with Sheila Jasanoff, Harvard University
30. Microfinance: A Platform for Social Change with Alex Counts, Grameen Foundation
31. An Agricultural Innovation in the Midst of Conflict: The System of Rice Intensification from Madagascar with Dr. Norman Uphoff, Director, CIIFAD
32. Sustainability, the Sweet Spot and Business with Andy Savitz, Sustainable Business Strategies
33. From the Front Line of the Climate Change Debate: Myths, Realities, and Opportunities with Dr. Benjamin Ho, Assistant Professor of Economics
34. Remanufacturing as a Competitive Strategy with Dr. Beril Toktay, Nancy J. and Lawrence P. Huang Associate Professor of Operations Management, Georgia Tech

35. Challenges in the Emerging Biofuel Industry with Bill Caesar, Principal, McKinsey & Company
36. Biofuels: Part of the Solution to Global Climate Change? an Environmental Science Colloquium on Climate Change and Our Energy Options
37. Strategy and Innovation at Root Capital with Brian Milder, Root Capital
38. Ecoagriculture: Origins, Development, Implementation and Challenges with Jeffrey McNeely, World Conservation Union (IUCN)
39. Symposium: The Social and Economic Dimensions of HIV/AIDS in Africa
40. Trans-Local and Trans-Regional Structures in Global Development with Dr. Sandra Halperin, Royal Holloway, University of London
41. Seminar Series: The Science and Engineering Challenges to the Development of Sustainable Bio-based Industries

### **JOINT DEGREE PROGRAMS**

1. MA Asian Studies/MBA
2. MBA/MPS-Real Estate Dual Degree Program
3. MILR/MBA Dual Degree Program

### **FACULTY RESEARCH**

#### *Selected Peer Reviewed Publications*

1. Rao, Vithala R., Ding, Min, Ross, Jr., William T. Price as an Indicator of Quality: Implications for Utility and Demand Functions, *Journal of Retailing*
2. Detert, James Roland, Trevino, Linda Klebe. Speaking up to higher ups: How Supervisors and Skip-level leader influence employee voice, *Organization Science*
3. Cabrera, Susan F., Thomas-Hunt, Melissa C., Sauer, Stephen. The evolving manager stereotype: The effects of industry gender-typing on performance expectations for leaders and their teams, *Psychology of Women Quarterly*
4. Yang, Yu, Zhang, Jin, Wang, Hui . Measuring subjective well-being: A comparison of China and the USA, *Asian Journal of Social Psychology*
5. Huang, Ming, Barberis, Nicholas. Preferences with frames: A new utility specification that allows for the framing of risks, *Journal of Economic Dynamics and Control*
6. Simanis, Erik , Hart, Stuart Lloyd. Innovation from the inside out, *MIT Sloan Management Review*
7. Park, Young-Hoon, Ding, Min, Bradlow, Eric T. Barter Markets for Conjoint Analysis, *Management Science*
8. Simon, Daniel H., Blalock, Garrick, Kadiyali, Vrinda. Driving Fatalities After 9/11: A Hidden Cost of Terrorism, *Applied Economics*



9. Michaely, Roni, Brav, Alon, Roberts, Michael, Zarutskie, Rebecca. Evidence on the Trade-Off between Risk and Return for IPO and SEO Firms, *Financial Management*
10. Saar, Gideon, Bloomfield, Robert J., O'Hara, Maureen. How Noise Trading Affects Markets: An Experimental Analysis, *Review of Financial Studies*
11. O'Hara, Maureen, Easley, David Alan. Ambiguity and Nonparticipation: The Role of Regulation, *Review of Financial Studies*
12. Bloomfield, Robert J., Seybert, Nicholas. Contagion of Wishful Thinking in Markets, *Management Science*
13. Wansink, Brian C., Jackson, Richard, Turvey, Calum G. Bio-security Terrorism, Food Safety, and Food Consumption Behavior: Using Experimental Psychology to Analyze Economic Behavior, *Journal of Agricultural and Resource Economics*
14. O'Hara, Maureen, Macey, Jonathan, Miller, Geoffrey, Rosenberg, Gabriel D. Helping Law Catch Up to Markets: Applying Broker-Dealer Law to Subprime Mortgages, *Journal of Corporation Law*
15. Bierman Jr, Harold. Stockholder Rights and Carl Icahn, *Journal of Investment Management*
16. Bierman Jr, Harold. The Missing Concept, *The CPA Journal*
17. Sine, Wesley, Lee, Brandon H. Tilting at windmills? The environmental movement and the emergence of the U.S. wind energy sector, *Administrative Science Quarterly*
18. Karolyi, George A, Doidge, Craig, Lins, Karl, Miller, Darius, Stulz, Rene. Private Benefits of Control, Ownership and the Cross-Listing Decision, *Journal of Finance*
19. Daouk, Hazem, Chapman, Duane, Slaibi, Ahmad. A Geopolitical Theory of Oil Price Behavior: An Econometric Evaluation, *Applied Economics*
20. Simon, Daniel H., Gomez, Miguel, McLaughlin, Edward William, Wittink, Dick. Employee Attitudes, Customer Satisfaction, and Sales Performance: Assessing the Linkages in US Grocery Stores, *Managerial and Decision Economics*
21. Bloomfield, Robert J., Duranske, Benjamin. Protecting Children in Virtual Worlds Without Undermining Their Economic, Educational and Social Benefits, *Washington and Lee Law Review*
22. Chen, Ya-Ru, Chen, X., Portnoy, R. To Whom Do Positive Norm and Negative Norm of Reciprocity Apply? Effects of Inequitable Offer, Relationship, and Relational-self Orientation, *Journal of Experimental Social Psychology*

### ***Selected Books***

Stuart L. Hart. *Capitalism at the Crossroads*, Wharton Publishing, 3<sup>rd</sup> edition

### *Selected Articles*

Robert H. Frank is a regular contributor to the New York Times Opinion page on topics related to behavioral economics and economic policy.

### **INTERNSHIP PROGRAMS**

1. Big Red MicroCapital
2. The Big Red Venture Fund

### **RELATED STUDENT CLUBS**

1. Sustainable Global Enterprise (SGE)
2. Social Enterprise & Microfinance
3. Energy
4. High Tech
5. Strategic HR, Leadership and Organizational Effectiveness Group (SHRLOE)
6. Student Council (SC)
7. The Leading Edge
8. The Women's Management Council
9. Asia Business Association
10. Black Graduate Business Association (BGBA)
11. Out for Business
12. Community Impact
13. Entrepreneurship and Venture Capital
14. Ethics Action Group
15. Healthcare and Biotechnology (HBC)
16. Hispanic American Business Leaders Association (HABLA)
17. Joint Ventures

### **LOOKING FORWARD**

Sustainable Global Enterprise is a strategic area of excellence for the Johnson School. As such, over the next 18 months the school will continue to invest resources to develop and refine its program. We are in the process of refining our curriculum, building our alumni and corporate connection, and expanding our international network of partners to ensure Cornell's Johnson School remains a leading institution of business and sustainability research, teaching, and service. The Center for Sustainable Global Enterprise will continue to expand. We intend to increase its endowment base in the coming years and to continue attracting significant research and programmatic funding from foundations, corporations, and the government.

## **SUSTAINABILITY AT CORNELL**

Sustainability at Cornell University is really comprised of three institutional elements. First, the Cornell Center for a Sustainable Future (CCSF, [www.sustainablefuture.cornell.edu/index.php](http://www.sustainablefuture.cornell.edu/index.php)) is the university's institutional vehicle advancing multidisciplinary research and cultivating innovative collaborations within and beyond Cornell to foster a sustainable future for all. CCSF's activities are focused on three domains: energy, environment, and economic development. Programmatically, CCSF funds Academic Venture Fund (AVF) Awards which are designed to stimulate new, original, multidisciplinary research at Cornell in sustainability science, emphasizing work having the potential to involve external partners such as industry, government, foundations and other non-governmental organizations. AVF awards are available to faculty across all Colleges and Schools and encompassing all disciplines contributing to sustainability. CCSF maintains a Fellows program recognizes Cornell faculty and staff actively engaged in sustainability related research and activities. CCSF also oversees the process for faculty cluster hires in sustainability related domains, publicizes a wide range of sustainability-related conferences, maintains a university-wide listing of sustainability related courses, hosts topical lunches on sustainability topics, and provides ad-hoc advice to the university on sustainability related topics such as natural gas drilling in central New York and Pennsylvania.

Second, Cornell's Office of Sustainability ([www.sustainablecampus.cornell.edu/](http://www.sustainablecampus.cornell.edu/)) is focused on ensuring the university's facilities and the culture of the Cornell campuses conserve resources and reduce environmental impacts in an economically sustainable manner. Through its Carbon Action Plan (CAP), Cornell has set a goal to become carbon neutral by 2050. In part, this will be achieved through its Transportation Demand Management program, which provides Cornell commuters with incentives to use vanpools, public transportation, and bikes. The University's Omniride program provides free access to public transportation for members of the Cornell community who give up a parking permit. The Office of Sustainability maintains connections to student green groups on campus, including Greeks Go Green, Kyoto NOW!, Society for Natural Resources Conservation, Engineers for a Sustainable World, and the Sustainable Enterprise Association. Over 60 percent of waste on campus is recycled or composted, including 320 tons of food from the dining halls. Cornell manages 3,500 acres of biologically diverse natural land on and around its campus and the school has several LEED-certified buildings.

Third, individual centers and institutes throughout the university's schools and colleges focus on specific research, teaching, and outreach activities associated with their respective domains. For example, the Center for Sustainable Global Enterprise focuses on curriculum development, applied research, and networking related to business and sustainability from within the Johnson Graduate School of Management, while the

Cornell International Institute for Food, Agriculture, and Development focuses on improving the lives of the poor through the development of sustainable food systems from within the University's College of Agriculture and Life Sciences.