



Boston College Carroll School of Management

Responses to The Principles for Responsible
Management Education (PRME)

4/1/2012

Contact for PRME-Related Questions:

Warren K. Zola | Assistant Dean of Graduate Programs
Boston College Carroll School of Management, Fulton Hall 320B
140 Commonwealth Ave., Chestnut Hill, MA 02467
617-552-1536 | warren.zola@bc.edu



Letter from the Dean

PRME Steering Committee
c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
801 2nd Avenue, 2nd Floor
New York, New York 10017

April 1, 2012

Adoption of the Principles for Responsible Management Education

At the core of the Carroll School of Management education is an emphasis on the formation of the entire person. We aim to create a learning environment that will produce ethical leaders who will continue to make a positive impact after graduation. We are committed to the implementation of the Principles for Responsible Management Education because our alumni will rely on the values instilled at Boston College.

In the following pages, you will learn about existing initiatives and more recent additions to the Carroll School offerings that expose students to complex questions about and innovative approaches to corporate social responsibility. We will continue to communicate our progress in this endeavor to our stakeholders.

I encourage other academic institutions to adopt and support these Principles, and welcome the opportunity to engage in conversation about effective practices.

A handwritten signature in black ink, appearing to read "Andrew C. Boynton".

Andrew C. Boynton

Dean, Carroll School of Management



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Introduction

Boston College

One of the nation's most selective universities, Boston College confers more than 4,000 degrees annually in more than 50 fields of study through eight schools and colleges. The University's Strategic Plan aims to add 100 new faculty positions, expand faculty and graduate research, increase student financial aid to more than \$128 million annually and broaden student formation activities including internship and study abroad opportunities. Last year the faculty received over \$60 million in research grant awards. Additionally, Boston College is committed to maintaining and strengthening the Jesuit mission of the University by integrating intellectual, personal, ethical, and religious formation and encouraging service to others.

The Carroll School of Management

Boston College's Carroll School of Management offers a number of initiatives that foster a commitment to civic responsibility, ethical behavior and integrity among its students in both curricular and extracurricular activities, a few of which are highlighted below:

New PRME-Related Initiatives

- **Significant Changes to MBA Curriculum**

In response to PRME, the Carroll School of Management has made some very distinct changes to its academic programming, particularly at the graduate level in the MBA program. These changes include:

- Shifting of the content in the Managing in a Changing World course to center around ethics, corporate responsibility and sustainability issues (page 12)
- Restructuring of the Management Practice 1 class to focus predominantly on corporate social responsibility (page 13)
- Offering of several new electives related to corporate social responsibility (page)
- Development of a new Corporate Responsibility and Sustainability specialization in the MBA program (page)

- **Fall Jesuit Day of Service**

Following the Jesuit education tradition of moving from experience to reflection to action, all Carroll School of Management students, faculty, staff, and alumni are invited to join in a day of giving back to their community during the fall semester. Started in the fall of 2011, the inaugural Fall Jesuit Day of Service was a partnership with the Presentation School Foundation, Inc. where graduate students of the Carroll School aided the transition of the former Our Lady of the Presentation School into The PSF Community Center, a community-based education center, by landscaping, painting, and transferring data.



- **Walter H. Klein Ethics Case Competition**

Teams of sophomores and juniors analyze a case, create recommendations, and present to a panel of judges. The inaugural competition took place on Friday, March 23, 2012, and honors Walter Klein, a long-time faculty member and Professor of Strategic Management at the Carroll School of Management. Professor Klein was a pioneering force in the development of social issues in management, a field that now includes ethics, corporate social responsibility, corporate citizenship and sustainability. The winning teams represent the Carroll School at two business ethics case competitions:

- Eller Ethics Case Competition, October 25-27, 2012, at the University of Arizona
- International Business Ethics Case Competition, May 8-10, 2013, at Loyola Marymount University

- **MBA Oath**

Beginning with the graduating class of 2011, Carroll School of Management graduate students partnered with The Winston Center to support the Inaugural Oath of Ethical Conduct. In partnership with a number of graduate schools of business from around the country, graduating Carroll School graduate students will pledge to lead in the interests of the greater good and create value responsibly and ethically.

Ongoing PRME-Related Initiatives

- **Invest 'N Kids**

Invest 'N Kids is an on-campus tutoring and mentoring program run by Boston College MBA students for disadvantaged Brookline middle school students. BC MBA tutors meet one-on-one with their students for 8-10 sessions per semester to work on a variety of academic subjects. The program serves to support and develop the students' skills in math, reading, and science while exposing them to a college environment. Parents, teachers, and students have praised the program for its demonstrated success in developing students' academic skills, social skills, and self-esteem. Tutors split their session time between homework assistance and a stock market game where the students learn about investing and about starting a small business through the Biz World program.

- **Net Impact**

The Carroll School of Management has an active chapter of this national organization with full and part-time graduate student members who collaborate to learn more about aligning business strategy with societal and environmental objectives. The group promotes a full spectrum of progressive business practices, hosts speakers on campus, attends the national Net Impact Conference, and helps their classmates expand their vision of the role of business in society.



- **BC MBA 5K Challenge**

Boston College MBA students have hosted this annual event for over a decade. One of the largest graduate program fundraisers in the nation, the race brings students together from around the country and fundraises to benefit The Doug Flutie, Jr. Foundation for Autism, Inc.

- **Spring Jesuit Day of Service**

Following the Jesuit education tradition of moving from experience to reflection to action, all Carroll School of Management students, faculty, staff, and alumni are invited to join in a day of giving back to their community. This spring, on March 31st, 2012, graduate students will once again partner with the West End House Boys and Girls Club (WEH), an independent Boys and Girls Club in the City of Boston that has been transforming the lives of immigrant and urban youth since its founding in 1906 by offering its 1,500 members an integrated array of programs across four broad areas: leadership and life skills; academic support and college preparation; sports, fitness and nutrition; and visual and performing arts. Students will help improve the conditions of the Club by cleaning, preparing meals, entering data and organizing.

- **PRME-Related Internships**

Each year, Carroll School of Management students gain valuable work-related experience by serving their communities in a variety of internship placements. Many of these opportunities are directly consistent with PRME; in 2011, graduate students represented the Carroll School in their work with Boston Community Capital, the Roche Center for Catholic Education and the Fraunhofer CSE TechBridge program.

- **BCSEED**

This organization (Social Entrepreneurs Envisioning Development, est. 2011) aims to educate undergraduate students, inspire change, and cultivate leaders by illuminating paths to pursue future careers in corporate social responsibility. BCSEED empowers students to become social entrepreneurs and start their own companies and encourages them to practice the ideals associated with social entrepreneurship and corporate responsibility in their everyday lives and future careers.

- **Annual GMA leadership Event**

The annual Graduate Management Association Leadership Event seeks to engage alumni, employer partners, graduate management students and other members of the Boston College community to hear from a respected executive about critical management issues and the implications of current trends for future business leaders. Prior events include *The State of Health Care: What the Future Holds and What Health Care Leaders are Doing about It*, featuring keynote speaker Dr. Peter Slavin, President of Massachusetts General Hospital, a founding member of Partners Healthcare.

- **The Boston College Management Consulting Club**

A student-run team provides strategy consulting services and helps its clients with a wide range of complex business problems. Clients include Boston College organizations, nonprofits and small



businesses. Past projects include research into green technology for construction projects in Boston College's ten year master plan to improve LEED ratings, an analysis of marketing opportunities for Boston College Dining, and working with the Facilities department to increase solid waste recycling on campus through marketing and new technology.

- **Students in Free Enterprise (SIFE)**

Boston College joined this international network of students, academics and business leaders in 2001. This group of college students uses their knowledge gained in the classroom to address real world business and economic issues in their communities. Through projects on and off campus, they work with members of the University and greater community to promote entrepreneurship and teach market economics, financial literacy, personal success skills, business ethics and environmental sustainability.

- **Boston College Entrepreneurial Society (BCES)**

BCES provides the Boston College community with a forum for exploring all aspects of successful entrepreneurship. BCES has a twofold focus: to give students the opportunity to learn about the world of entrepreneurship and the processes associated with it, and to inform students about the dynamics of working in a startup environment. Many of BCES' programs have a decidedly social enterprise agenda. Recent programs and speakers have included Kyle Westaway (founder of the first social entrepreneurship blog) and Chuck Rubin, CEO of Common Soles.



Principle 1 - Purpose

The purpose of the liberal-arts based Jesuit education at the Carroll School of Management is to produce future managers and leaders who will serve society. We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Boston College's Jesuit Academic Principles

President Fr. William P. Leahy's message for "Answering Society's Call" conveys his vision for the University as a whole, and forms the backdrop for all that the Carroll School of Management does:

The history of Boston College is a narrative of response to society's call. In 1863, that call came from an immigrant community that knew the day's hard wage but not the future's promise. Boston College offered that promise. Today, the call emanates from a world that has experienced an explosion of knowledge, but not a corresponding growth in understanding; a world that lacks trust in its leaders and faith in its institutions. It is a world that has developed wondrous technologies that link continents, but isolate humans, leaving many men and women weary and dispirited, feeling distant from moral purpose, uncertain about knowledge or the very worth of human endeavor. Boston College is uniquely capable of answering this call, of speaking to this world. As an institution of higher education, Boston College is committed to the discovery and transmission of knowledge. But reflecting its Jesuit and Catholic heritage, it also seeks to integrate excellence and religious commitment, to both inform and form its students. Boston College endeavors to educate a new generation of leaders—men and women who will be capable of shaping the future with vision, justice, and charity—with a sense of calling, with concern for all of the human family.

Boston College's Carroll School of Management Principles

The Carroll School develops business leaders with the character and skills to inspire, motivate, and create value within organizations and society. Set in the University context above, the Carroll School of Management sets its own vision:

The Carroll School of Management provides undergraduate and graduate management education attuned to the needs of today's business world. Aligned with the philosophy of Boston College, we develop leaders and managers who bring an ethical perspective to business decision making. In addition to its degree programs and centers which provide executive development programming for professionals, the School partners with the business community to provide (student) consulting services in the areas of financial and strategic analysis, product development, and general business planning.



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. As part of a Jesuit institution, the Carroll School of Management is committed to instilling both the Jesuit values that guide the University and its own articulated value in its students, faculty and staff.

Core Values of the Undergraduate Program

In a letter to incoming undergraduates, Associate Dean Richard Keeley illustrates the values of a Carroll School education:

In the early part of the twentieth century, the eminent philosopher of science, Alfred North Whitehead, made what seems a curious remark about the profession of university teaching: "It should be the chief aim of a university professor to exhibit himself [sic: it was early in the twentieth century!] in his own true character--that is, as an ignorant man thinking, actively utilizing his small share of knowledge. In a sense, knowledge shrinks as wisdom grows: for details are swallowed up in principles." The wiser one becomes, Whitehead suggests, the less one "knows."

It is my hope that your undergraduate study at the Carroll School of Management fosters growth in both knowledge and wisdom. There's much to learn about the workings of markets and firms, the intersection of technology and business design, the valuation of stocks and the creation of products. But cultivate wisdom, too, as you study the liberal arts and learn, along with Whitehead and Socrates, the very real limits of what we all know.

This letter is guided and experienced among undergraduates in several ways, but primarily in the undergraduate core curriculum. This curriculum seeks to do what Dean Keeley espouses, cultivating wisdom in order to build a more humane and sustainable world through the following guidelines:

- All undergraduate management students are required to complete at least half of their coursework in the arts and sciences.
- Required courses include philosophy, theology, history, writing, literature, fine arts, natural sciences, and foreign languages.
- Furthermore, the Carroll School is leading a charge of AACSB schools who seek to build bridges between the study of liberal arts and business.
- In 2011, the faculty of the Carroll School voted to include a provision in the management core: beginning with the undergraduate class of 2016, students who pursue minors or majors in the liberal arts may opt out of certain management core classes. This incentive is meant to encourage students to think in an interdisciplinary way, and to foster the critical skills needed to be lifelong learners in a global society.



Core Values of the Graduate Programs

Since September 2006, the Carroll School of Management's Graduate Programs have required its students, faculty, and staff to sign a Statement of Core Values to ensure that they are living up to the aspirations of the University and the Carroll School for educating honorable and effective managers who can cope effectively in today's complex environment. These guiding principles are a way of life for every member of the Carroll School community, and serve as the foundation for building strong, trust-based relationships among students, faculty, administration, alumni, and employers.

1. Honesty and Integrity

We are committed to promoting the highest standards of honesty and integrity to ensure that all members of the community recognize the inherent benefits of living these ideals and to guarantee that academic performance is evaluated reliably and rewarded fairly. We practice this by ensuring that written work is original, citations are used appropriately in all written work, oral statements are presented candidly, resumes are presented truthfully, assignments and examinations are completed honestly and credit for group work represents the personal contribution of the individual.

2. Mutual Respect

We are committed to fostering an environment in which every member of the community nurtures the spirit of trust, teamwork, openness and respect that is necessary to embrace and fully capitalize on our professional community. We practice this by abstaining from harassing behavior, listening to and respecting the opinions of all members of the community, focusing attention on what is happening in class, events and meetings, avoiding the creation of distractions, using computers or cell phones during class, events or meetings only when authorized, and wearing appropriate attire for special events and/or guest appearances.

3. Pursuit of Excellence

We are committed to creating an environment where all members of the community pursue the highest possible level of academic performance and personal development for themselves and other members of the community. We practice this by ensuring personal commitment to academic excellence in course work and assignments, personal commitment to developing technical and non-technical skills, including dealing with ambiguity and operating outside of one's comfort zone, personal commitment to performing at a high level, and personal commitment to developing as a management professional.

4. Personal Accountability

We are committed to fostering an environment where every member of the community understands and accepts responsibility for upholding and reinforcing our values. We practice this by maintaining confidentiality when appropriate, attending classes and events, and providing notification in advance when not attending, being proactive in acquiring material that was missed due to an absence, arriving at class, events and appointments on time, actively participating in class discussions, other meetings and group activities and being fully prepared for classes, events and appointments.



Community Service Requirement of the Graduate Programs

Since January 2005, the Carroll School has made a commitment to instilling a strong sense of service to society in its Graduate students by requiring all MBA students to undertake significant required community-service prior to graduation. As a response to PRME, the Carroll School added the same requirement in January 2011 for its MSA and MSF students. The requirement's components are as follows:

Goals

- Promote the personal, social, and civic development of our students.
- Provide students with experience working with community-based organizations and individuals.
- Continue to foster real-time experiential learning through this opportunity to leverage individual skills and expertise in a service capacity.
- Further the Boston College Jesuit tradition of service.

Guidelines

- Community service must be completed during the time frame between enrollment in the program and graduation.
- Full and Part-Time MBA students must complete 20 hours of community service.
- MSF and MSA students must complete 10 hours of community service.
- We encourage students to combine longstanding personal interests and personal skills with their service requirements.
- Service may be done individually or with a group.
- Service must meet the needs of more than your immediate family, your employer, or the University.
- The student may receive no monetary compensation for the service.
- The service offers the student the potential to give and grow.
- Internships and political campaigns are not considered community service.
- All service must be documented in writing and submitted via electronic form for approval by the Assistant Director of Graduate Student Services and the Community Service Committee.



Principle 3 - Method

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

Responsibility, Ethics, and Sustainability - Integration in Graduate Core Curriculum

As indicated above, the Carroll School is committed to developing understanding of sustainability, responsibility, ethics, and leadership issues in each graduate student. The school's core values and PRME-related responsibilities are integrated into all aspects of our core curriculum.

Managing in a Changing World (MD750) - Prof. Richard Spinello

This course was redesigned in the 2011-2012 academic year as a core capstone requirement for all full-time MBA students to focus explicitly on business in society and ethical issues in line with PRME. All full-time MBA students are required to take this seven-week course in the last quarter of the first year of their program. The updated course has shifted from emphasizing strategic management and trends and issues that shape the competitive environment in a rapidly changing economy to new curriculum that addresses the nature and scope of corporate responsibility, human rights, environmental sustainability, and the strategy of political and ethical neutrality. The course also examines the responsibility of foreign corporations operating in countries whose governments pursue policies that much of the world regards as abhorrent but that are the law of the land. One module of this course exposes students to the complex range of policy and ethical dilemmas that can surround foreign direct investment.

Social Issues in Management (MD711) - Prof. Sandra Waddock

Social Issues in Management deals with the emerging body of knowledge on corporate responsibility (corporate citizenship) and sustainability, including the integration of issues related to business in society, ethics, responsibility, accountability, transparency, governance, and ecological sustainability into corporate strategies and practices. Corporate citizenship is defined as how a company operationalizes its relationships with its primary and secondary stakeholders and the natural environment through its strategies and operating practices. In the course, students will learn the potential sources of strategic and competitive advantage that can derive from good corporate citizenship, and some of the problems associated with poor corporate citizenship. Strategic management is a continuous, cyclical process involving the formulation, continuous development and revision of ways to make the organization competitive in its dynamic external environment. It also aims to expand their strategic perspective away from the purely competitive environment toward other environments that affect businesses and are affected by business practices and strategies, i.e., the economic, political, civil society, and ecological environments, and their values and ethical underpinnings.



Management Practice I: Corporate Social Responsibility (MM720) - Prof. Pieter VanderWerf

MP1 was changed significantly for the 2011-2012 academic year to better focus students on socially-responsible team projects. The course assigns students to study and propose solutions for social responsibility programs that are in planning at major U.S. corporations. These corporations entrust the students with the particulars on their proposed programs and ask them to analyze them and offer creative designs that promise extraordinary results. The course provides the students with basics of CSR principles and Design Thinking to work from. Each student works on one semester-long project centered around a corporate social responsibility program, and all projects in the course deal with social responsibility. Furthermore, adjustments will be made to the course before the second iteration that will strengthen the social responsibility content and assignments.

Management Practice II: Consulting Project (MM730) - Profs. Scott McDermott & Vincent O'Reilly

This course matches student task force teams with real world clients to diagnose and resolve a client issue or opportunity. Consulting teams will leverage their interpersonal skills, analytical techniques and problem solving abilities to diagnose and resolve a client issue or opportunity. The course has a number of classroom workshops that discuss ethical and responsibility issues, including conflict management and resolution and recommending meaningful solutions. Every year, the course selects a number of projects that are socially-responsible in nature or address the needs of nonprofit organizations. Some examples of the 2012 and 2011 projects in the social responsibility and nonprofit sector are:

- 1. Cambridge College** offers a unique environment where working adults can build their education on a lifetime of learning. The school recognizes diversity as an asset to the classroom, the community, and to our society, and their innovative teaching and learning model helps adult students meet the challenges of higher education and earn the degree credentials they need to advance their careers. The project's primary focus is the strategy and business development of the Career Counseling Center at Cambridge College in order to better serve the school's unique student population.
- 2. GiveBack.org** is charitable giving platforms that helps members set aside money for their favorite causes and manage all of their charitable giving online. Members can make grants at any time to any of the 1.5 million IRS-registered charities in the GiveBack database, with 100% of donations directed to the chosen causes, as GiveBack does not charge members administrative fees. The project's aim is to help the company implement a comprehensive NPO engagement strategy in 2012 to build meaningful partnerships with small and mid-sized charities. By doing so, the firm hopes to assist these organizations by providing access to fundraising tools and streamlining their own donation processing functions and tap their employees, donors, and corporate sponsors to grow GiveBack's membership and add corporate customers to the company's core GiveBack@Work programs.
- 3. The Society of St. John the Evangelist** is a nonprofit religious organization which owns considerable properties and aim to make a socially responsible impact in the communities in



which they have a presence. The Society owns a 40-acre parcel of land in West Newbury, Massachusetts, half of which is under a perpetual easement allowing the Town of West Newbury to extract drinking water from deep wells on the site. Mass Audubon, SSJE's primary conservation partner, suggested that SSJE install solar photovoltaic panels on the property in partnership with the West Newbury Water Commissioners as part of SSJE's commitment to reduce its carbon footprint. The Water Department has a pump and filtration plant on the site, which means electricity generated on the site by solar could be used on the site and does not have to be put into the electric grid.

4. **Sproxil** is a portfolio company of the Acumen Fund, which is a nonprofit venture capital fund originally seeded in 2001 by Cisco Systems Foundation, the Rockefeller Foundation and three individual philanthropists. The firm is focused on providing debt and equity investments to socially responsible enterprises. By way of Sproxil's unique solution, the Company has accumulated a large set of consumer data and would like to explore possible strategies for monetizing the pool of information. The new revenue source could potentially help to fund Sproxil's growth initiatives, including increasing the Company's ability to reach a larger percentage of consumers in developing countries that are at risk of purchasing counterfeit products.
5. **United Cerebral Palsy of Rhode Island** is a private, not-for-profit provider of supports to children and adults with disabilities throughout the state of Rhode Island. Founded in 1954, the mission of UCPRI is to advance the independence, productivity, and full citizenship of individuals with cerebral palsy and other disabilities. Over 95% of the organization's revenue is received from the provision of Medicaid funded therapeutic services for children and residential supports for adults. UCPRI supports individuals with a wide array of disabilities-currently, only 30% of those receiving services have cerebral palsy. In recent years, funding for disability supports have been dramatically reduced in Rhode Island and the nation as a whole. In 2010, in an effort to diversify its lines of business, UCPRI applied for and received a license to provide home health care to disabled and non-disabled seniors doing business as *Life Without Limits Home Health Care*. Prior to launch, UCPRI requires assistance in strategic analysis of the marketplace, enhancing brand development in a manner consistent with existing United Cerebral Palsy guidelines, developing a marketing and communication strategy that focuses on UCPRI's core competency of providing services to the disabled community without alienating the wider service population, and investigating the potential of further expansion into the marketplace through acquisition of existing organizations.
6. **The Massachusetts School of Professional Psychology** offers master's programs in a variety of psychological fields to over 550 current students. Due to rapid expansion, the School has a newfound need for expanded space and is in the process of finalizing the development of new buildings. The School would like a comprehensive marketing analysis associated with the relocation to determine when and how to market this new space and programs to potential applicants.



7. **Newton-Wellesley Hospital** is a community hospital located in Newton, MA. It contains over 250 hospital beds, 100 of which are served by a Hospitalist Department. The 30 physician Hospitalists are responsible for medical admissions and discharges as well as the overall medical care of patients while they are cared for within the hospital. The Hospitalist Department is interested in improving the process in which they discharge patients from the hospital. This is a complex process with large variability in terms of the work that is required as well as the patients and co-workers involved. The NWH Hospitalists Department would be highly interested in working with a team of MBA students to look at the current discharge process, to fully understand all of the elements that comprise an effective discharge.

8. **The Perkins School for the Blind**, the nation's first school for the visually impaired, provides education and services to help build productive, meaningful lives for 130,000 children and adults who are blind, deaf-blind, including those with additional disabilities in the United States and 65 countries worldwide. For more than 180 years, Perkins has tried to find new, innovative ways to help individuals who are blind, deaf-blind or visually impaired, including those with additional disabilities to discover fulfilling lives as contributing members of their communities. The School is interested in having a team evaluate opportunities to increase their ability to assist people through strategic partnerships, merger and/or acquisition of other nonprofit organizations in the United States.

Management Practice III: Entrepreneurship and Business Planning (MM740) - Prof. Gregory Stoller

In the third semester of the full-time MBA program, student teams write a Business Plan for either an original idea or one selected from an Open House showcasing business concepts outside of the BC community. Ten percent of the projects each year are focused on nonprofits. Additionally, each of the teams incorporates a sustainability report and an organizational section regarding corporate governance and responsibility in their plan.

Managing in the Global Environment (MD708) - Prof. Vivek Marya

The issues and initiatives of this course span a wide range, including exploratory research, strategic planning with a long-term view, macro-environmental factors (country-specific, regional, and global), international negotiations, designing suitable organizational structures, developing competitive product strategies and support mechanisms while tackling the challenge of determining what areas need to be adapted to local needs and what can be standardized, and maintaining innovation across all areas. Areas of ethics, sustainability, and social responsibility are addressed both implicitly and explicitly at various stages of the course in case studies, additional frameworks and perspectives discussed in class. Some examples of applicable case discussions include Johnson & Johnson's value system as an integral part of a strong company culture and Harley Davidson's support of the local community through social responsibility initiatives.

Accounting (MA701) - Prof. Kenneth Schwartz

Topics examined include ethical issues facing the company (e.g., health, safety or environmental risks, antitrust, management integrity) and issues surrounding executive compensation. The course



includes a financial fraud case is discussed in the first week of the course, and course content discussing responsible cross-functional Integration of the various business disciplines (strategic management, organizational, finance, law and accounting) was added in 2010. Prof. Peter Wilson teaches the same class under the course number MA713, and significant attention is given to the role of ethical accounting practices in businesses and nonprofit organizations in his course as well.

Marketing (MK721) - Prof. Gerry Smith

Several case discussions feature social impact components, such as trends and ethical implications of marketing products to adolescent girls and boys and discussions focused on the effect of television viewing habits (in the U.S.) on culture and society.

Managing People & Organizations (MB712) - Prof. Robert Radin

This course focuses on the analysis and diagnosis of organizational problems and attempts to enable students to apply these concepts to real organizational and managerial problems and allows them to examine their own behavior and beliefs about organizations to compare, contrast, and integrate them with the theories and observations of others. For the past 11 years, the course has included a session dedicated to integrity, ethics and trust. In addition to class lecture, the session includes a presentation by a business leader who discusses their real-world experiences in issues of integrity, ethics and trust.

Economics (MF701) - Prof. Clifford Holderness

The discussion of microeconomics in this course includes analysis of market externalities (e.g., pollution) and discussion of price fixing, price discrimination, taxes, and the societal effects of variant market structure (e.g., deadweight loss and societal welfare). The course's microeconomics treatment concludes with a maximization of total net social benefit. The macroeconomics portion of the course includes discussion of the determinants of inflation, unemployment, interest rates, productivity, growth, and standards of living. The interaction and differences between economic, social and political systems is noted as well.

Information Management (MI720) - Prof. Robert Fichman

This course includes discussions about the ethical issues related to information technology - at what point should managers draw the line in customer data collection or in prescreening employees? When does technology become too intrusive? The class also discusses personal and creative exploitation and total value distribution in issues of crowd-sourcing and other social networking topics. In particular, one class session is dedicated to ethical issues and analytics, a segment that has been included in the course for a number of years.

Statistics (MD714) - Prof. Paul Berger

This course has been modified within the past two years to address ethics and responsibility in two primary ways. The class discusses the importance of communicating statistical information so as to not mislead the reader because people are often able to "play games" with how statistical results are conveyed without lying. Also, the course addresses issues of interpreting data from tests based on the varying degree of truthfulness in subjects responding to questionnaires or other inquiries as a result of certain incentives or environments.



Responsibility, Ethics, and Sustainability - Integration in Undergraduate Core Curriculum

Portico (MH100)

This is the introductory course for Carroll School of Management's first year students. Topics will include ethics, leadership, globalization, economic development, capitalism, innovation, entrepreneurship, vocational discernment, and the functional areas of business. This will be an interactive three-credit seminar, serving as one of the five courses in the fall semester and fulfilling the ethics requirement for the Carroll School. The instructor will serve as academic advisor during the student's first year.

Managerial Accounting (MA022)

This course explains the usefulness of accounting information for managerial decision-making in the areas of analysis, planning, and control. The fundamentals of managerial accounting, including product costing, cost-volume-profit relationships, cash budgeting and profit planning, and performance evaluation are included. Ethical and international issues of importance to accountants are emphasized.

Introduction To Law (MJ021)

This course is an introduction to law, legal institutions, and the legal environment of business involving fundamental principles of justice and ethics. Important provisions of the U.S. Constitution are reviewed. This course includes an examination of the substantive law of contracts, from formation requirements to remedies for breach of contract. Antitrust law, securities regulation, environmental law, and employment and labor law illustrate the regulatory role of the administrative agency on business and society. Legal aspects of international business and intellectual property rights are examined in these increasingly important areas. Case analysis and a research paper develop orderly thought processes, critical judgment, and articulate expression.

Organizational Behavior (MB021)

As an introduction to the study of human behavior in organizations, this course aims at increasing an awareness and understanding of individual, interpersonal, group, and organizational events, as well as increasing a student's ability to explain and influence such events. The course deals with concepts that are applicable to institutions of any type; a central thrust of these concepts concerns the way institutions can become more adaptive and effective. The course is designed to help the student understand and influence the groups and organizations to which he/she currently belongs and with which he/she will become involved in a later career.

Basic Marketing (MK021)

This course will explore the basic concepts, principles and activities that are involved in modern marketing. It presents marketing within the integrating framework of the Marketing Management Process that consists of organizing marketing planning, analyzing market opportunities, selecting target markets, developing the marketing mix and managing the marketing effort. Additional attention is focused on international marketing, services marketing, nonprofit marketing and marketing ethics.



Strategy & Policy (MD099)

This course attempts to provide future leaders and strategists with an understanding of strategic management that will enable them to function effectively in a complex, global economy. Successful strategists need to define goals, analyze the organization and its environment, make choices, and take concerted actions to effect positive change in their organization and society. Using the conceptual tools and analytic frameworks of strategic management, this course provides a perspective that is integrative, yet analytical. This perspective helps students make sense of the global business and societal environments, understand the ambiguities and dilemmas of management, and learn how to take effective action.

Introduction to Ethics (MH011)

This is an introduction to ethics for Carroll School of Management freshmen. Students will learn the basic modes of ethical reasoning and concepts of moral development. Students will be asked to reflect on their own experiences and actions in light of these ideas.

Environmental Studies Minor

The Environmental Studies Program uses an interdisciplinary approach to understanding the science and policy of the Earth's environmental challenges and is designed to compliment any undergraduate major.

Responsibility, Ethics, and Sustainability - Integration into Electives

The Carroll School's commitment to issues of sustainability, responsibility, ethics, and leadership extend from our core curriculum to a number of electives as well.

Managing Organization Change (MB802) - Prof. Jean Bartunek

This course aims to increase students' skill in understanding, diagnosing and managing organizational change. Contemporary change issues addressed include difficulties in changing organizational culture and individual behavior; creating a climate for change, engaging the organization and enabling change, and implementing and sustaining it by readings that include case study on children's hospital and clinics and readings that promote strategies for learning from failure, motivating in good times and bad and changing the business deal while keeping the people. Additionally, a class section on "small wins" explored Jerry Sternin's "positive deviance" in Vietnam and Teresa Amabile's discussions of ways of creating small wins in ways consistent with what Sternin's methods.

Nonprofit Management (MB804) - Prof. Nathan Pelsma

The course discusses the implementation and assessment of using business-style approaches to managing nonprofit organizations, and issues of ethics and responsibility permeate class discussion and content. Specifically, ethical decision-making and leadership in nonprofit organizations is addressed during the governance section, and the importance of acknowledging and building consensus among stakeholders is covered in the strategic planning section. The marketing section discusses the positive and negative impacts to corporate reputations and the effects of nonprofit partnerships. Additionally, the performance management section outlines how to use data to develop accountability and track and eliminate opportunities for false information and misrepresentation of success.

**Business Writing and Communications (MA810) - Prof. Rita Owens**

The course examines the ethics of appropriate and responsible communications in the corporate and nonprofit environments. Specifically, it addresses appropriate etiquette around business correspondence, especially in electronic form. We also take time, using case studies and in writing assignments, to study management's leadership role in fostering appropriate and ethical communication. One such case study revolves around the ethical use of email by CEOs, which was added to the curriculum in the 2010-2011 academic year.

Women and Leadership (MB815) - Prof. Judy Clair

Class explores the development of leadership in women and addresses the challenges and opportunities women face in leadership environments, including gender bias, discrimination, and harassment.

African Business (MJ631) - Prof. Francis Parker

Given the ongoing political instability and abject poverty in Africa, all issues of the course dealing with business must address the question of ethics. In addition, the continuing AIDS epidemic in Africa is the most serious threat to economic development on this continent.

Boards & CEOs (MM817) - Prof. Robert Radin

This course is designed to provide students with an in depth understanding of the governance process by studying the role and performance of CEOs and their boards. For the past 6 years, the course has included both a session dedicated to the role of ethics, trust and integrity and a session dedicated to social responsibility. In addition to class lecture, the sessions include presentations by business leaders who discuss how to create an ethical work environment and what social responsibility means in their firm.

Audit and Other Assurance Services (MA309)

This course examines contemporary auditing theory and practice. The topics include the environment of the auditing profession, audit planning and analytical review, internal control, audit evidence, and auditor communications.

International Financial Reporting Standards (MA610) - Prof. Gil Manzon and Prof. Peter Wilson

The goals of the IFRS course are to help students learn the differences between US GAAP and IFRS for events and circumstances where these differences and their financial statement consequences are particularly pronounced and to help students learn how to make informed judgments while preparing, auditing, or using IFRS financial statements. To this end, the course emphasizes researching, analyzing, and discussing standards, conceptual frameworks, and global financial statements related to revenue recognition, property plant and equipment, intangibles, provisions, leasing, taxes, and employee benefits.

Information System Security Management & Forensics (MA641.01) – Prof. Samuel Ransbotham

Information systems are critical to organizations. However, security issues undermine these systems. Security is no longer a technical issue; instead, it requires active and careful management. Therefore, we examine information security from a managerial, not technical perspective. We start with an overview of why security is a difficult and pervasive problem. Second, we learn about types of threats. Third, we study the countermeasures that society, organizations, and individuals have with a focus on risk management and internal controls. Fourth, we examine forensic processes and tools. Finally, we conclude by exploring the current trends in this rapidly evolving domain.



Ethics and Professionalism in Accounting (MA634) - Prof. David Lemoine

The professional role of the Certified Public Accountant is to protect the investing public, yet the CPA's profit is dependent on controlling costs and managing a portfolio of satisfied corporate clients. These realities lead to a conflict of interest that is at the heart of this course. This course will focus on the nature of professions and professionalism. Specific attention will be paid to the AICPA's code of ethics, economic and regulatory factors affecting the public accounting profession, and various aspects of the current accounting environment.

Leadership (MB127 and MB803) – Prof. Mary Ann Glynn

Today, the need for effective leadership is greater than ever. Corporate scandals, increased stakeholder scrutiny, tumultuous change and greater uncertainty confront most corporations. This class focuses on how a leader can create capacities for the kinds of principled action that can enable career and organizational success. The course is designed to enabling students' ability to lead with principles, particularly in situations that challenge those principles. Much of the course will be devoted to helping students develop the tools they need to make a difference. The course begins by looking at the challenges of leadership in trying conditions; we examine situations that overwhelm and problematize effective leadership. Armed with an understanding of how things can go wrong, we then focus on making things right and how leading from your strengths can build capabilities and effectiveness. Then, we turn to examining how leadership triumphs even in adversity and how leadership principles can serve as a source of resilience.

Leading High Performance Teams (MB133)

This course examines the dynamics of groups-such as teams-within organizations. One of the key questions we will investigate is what makes some teams more effective than others. Students will learn and practice high performance team fundamentals, intervening to problem solve and understand the consequences of interpersonal conflicts. The course emphasizes a diagnostic and reflection approach within varied team settings and includes an independent field analysis project relating to an actual team within an organization.

Service Operations Management (MD254 and MD854) – Prof. Hossein Safizadeh

This course will focus on aspects involved in the management of service operations within the "pure" service sector (financial service, retail, transportation, travel and tourism, government, etc.) and within the service functions of manufacturing (after-sales support, financing, etc.). After an introductory section to provide an overview of the role of services in the economy and within the functioning of various enterprises (to include government, not-for-profits, etc.), the following topics will be explored: design and delivery of services, measurement for productivity and quality, managing capacity and demand, quality management, redesign of service delivery processes, management of technology, and managing human resources.

Seminar: Economic Crises (MF619) – Prof. Richard Syron

This course examines the current economic situation and potential policy lessons. The course is in three modules. The first is a brief history of financial panics. The course then focuses on the origins of the current situation with specific attention to changes in the housing markets including the development of securitization and accompanying financial innovations. It concludes with an analysis of some of the recent policy responses and their impact on the macro economy. There will be a number of guest lectures by experts either currently or recently involved in developing policy approaches for the financial crises.



TechTrek West (MI205 and MI805) – Prof. John Gallagher

TechTrek West is a 3-credit, field-study course combining class work the weeks prior to and one week after spring break with a week-long field-study to Silicon Valley. During spring break, students will travel to Silicon Valley to meet with senior executives, entrepreneurs, and venture capitalists in technology industry firms. While focusing on the tech industry, TechTrek is designed to appeal to all majors. Course work and visits will have a managerial focus, highlighting executive, marketing, finance, operations, and R&D functions.

Special Topics: Social Media & Web 2.0 for Managers (MI621) – Prof. Gerald Kane

The past few years have witnessed the rapid rise of a new type of information technology, commonly known as Web 2.0 or social media and typified by such sites as Facebook, Wikipedia, and Twitter. These new tools both present immense opportunities and pose considerable threats for businesses of all kinds companies. This course explores the major social media tools in-depth and the characteristics that are associated with their effective use. We will also explore how social media is affecting the social landscape and potential business strategies that are enabled and necessitated by these tools.

Topics: Law & Economics (MJ185)

Can we be optimistic about our future as phrases such as “new normal” and “austerity measures” take hold of our national psyche? Is there reason for hope after the Great Recession has substantially altered the global economic landscape? Through this course, students will utilize an interdisciplinary approach for understanding important legal, business, and economic issues they will soon be called to address as leaders, policymakers, businesspersons, and citizens. Over the course of the semester, students will work to create politically and economically viable solutions to many of the most critical legal, economic, and policy issues facing our nation and world.

The Environment and Sustainability (MJ647) – Prof. Francis Parker

There is wide spread consensus that Planet Earth cannot easily support many of the demands upon its resources and structures being imposed upon it by the present population of the world. This state of disequilibrium promises to become even worse as population totals rise significantly in most countries. The emphasis in this course will be upon methods used for preserving and improving sustainability within the U.S. and worldwide. Fundamentals of Environmental Law, International Law and Administrative Law will be stressed. Cost estimates will be examined closely. Among subject matters to be studied are oil, water, wind, air, and carbon sequestration.

Nonprofits and Their Real Estate (MJ651) – Prof. Francis Parker

This course will examine nonprofit corporations and governmental entities: federal, state, and local throughout the American economy. Among nonprofit and governmental subject areas to be studied are structures, goals, taxation, compensation, and interaction with the private sector. Heavy emphasis will be placed upon real estate needs and opportunities for expansion, contraction, and reconfiguration from a policy perspective. Material covered will not duplicate that covered in any other MJ real estate course. Economy sectors to be examined will include higher education, secondary education, churches, health care delivery, and social service agencies.

Entrepreneurship (MK170)

Starting and operating a new business involves considerable risk and effort to overcome all the inertia against marketing a new venture. More than two million new enterprises are launched each



year, but 70% fail. Success requires not only effective personnel skills, but also effective managerial and marketing skills. This course will focus on the characteristics and the background(s) of entrepreneurs, the assessment of marketing opportunities, the development of a business plan, and the financing, management, and marketing of the new venture. Emphasis will be placed on digital and online business ventures.

Marketing Ethics and Creative Thinking (MK172)

This course is designed to assist future marketing practitioners with the development of their ethical decision-making skills and the application of creative thinking in the formulation of alternative courses of action in difficult ethical situations. In the ethics area, the course begins by reviewing the traditional foundations of ethical reasoning followed by more intensive study of selected current theories and relevant readings in the areas of business and marketing ethics. Against this background, the course focuses on cases and readings involving ethical problems in marketing.

Perspectives on Management (MM010)

This course provides Boston College students with an excellent opportunity to explore the functional disciplines of business from a real world perspective. Using a combination of lectures, case studies, readings, and outside speakers, the course provides students with the opportunity to get grounded in each of these disciplines as well as get some outside views on careers in each of these areas. The course will also provide students with a framework to explore and discuss cross-functional issues that affect business strategy and execution.

Applied Marketing Management (MK256) – Prof. Victoria Crittenden

This course emphasizes the importance of strategy formulation as the basis for sound marketing management and decision making, with specific attention placed on identifying and evaluating marketing strategies and problems and developing explicit recommendations for action. The course explores PRME-related issues by assigning the book *Firms of Endearment* by Rajendra S. Sisodia, David B. Wolfe, and Jagdish N. Sheth, which explores issues of corporate social responsibility and sustainability. Course modules of Corporate Social Responsibility, Conscious Capitalism and Emerging Markets cover these topics even more deeply.

Responsibility, Ethics, and Sustainability – Recent Electives Added to MBA Program

In addition to the courses above, MBA students have the option to take a number of recently-added electives that are specifically related to sustainability and responsibility to deepen their understanding of sustainability, responsibility, ethics, and leadership issues.

Social Entrepreneurship (MD840) - Prof. Jon Firger

Today more than ever, social entrepreneurs are developing innovative approaches to address the vast problems faced by society. This course engages students in these diverse approaches that range from applying the venture capital model in education to using data outputs to fight crime in New York, to the birth of the microfinance industry in Bangladesh. Through rigorous case study, students will develop an understanding of the unique and complex nature of issues faced by entrepreneurs in the social sector.

**Sustainable Environmental Management (MB817) - Prof. William Stevenson**

This course focuses on the management of organizations to achieve environmental sustainability. In the past, concern with the natural environment has been treated as a peripheral issue for business. Environmental management was regarded as an added cost driven by regulation. Now there is a growing awareness that separating organizational management from the impact of the corporation on the environment is an unsustainable strategy. Managers are now faced with a variety of pressures from stakeholders and have to make difficult choices about how to integrate environmental responsibility into the operations of the organization. We will consider the strategies and techniques that managers can use to deal with the issue of sustainability.

Green Innovation & Eco-Efficiency Strategies for Business (MD841) - Prof. Vesela Velva

This course focuses on the critical factors for building competitive environmental strategies for business in the areas of green innovation and eco-efficiency. With the fast changing regulatory landscape, consumer preferences and customer demand, it is becoming critical for executives to better understand and manage environmental issues facing business today.

Assurance and Consulting Services (MA825) - Prof. Amy LaCombe

In the wake of the cases of fraud and misrepresentation, and with the increase in the frequency of accounting irregularities, this course will examine how we, as auditors and managers, can avoid being misled by financial results that have been altered with creative accounting practices. The hope is that as you enter the accounting profession, you will have a better understanding and awareness of the areas of fraud and misrepresentation of financial statements. This class will focus on the red flag areas that emerge in an audit through the cases readings and the group project. The group project is actually performing an audit on a company over the semester-long course by examining each area on the balance sheet and related income statement accounts.

Managing in the Legal Environment of Business (MJ805) - Prof. Richard Powers

This course introduces the student to the legal system and the social, legal, and regulatory environment of business; as well as to ethical decision making relating to law and business. Antitrust law, securities regulation, environmental law, employment, and labor law, international business, and intellectual property rights are examined. This course includes an examination of the substantive law of contracts from formation requirements to remedies for breach of contract.

Responsibility, Ethics, and Sustainability – Integration into Specializations and Concentrations

Specializations are required of all full-time MBA students, and are designed to allow students to develop depth and expertise in a functional or interdisciplinary business area. While evening students are not required to complete a specialization, they may complete a concentration if desired. Concentrations are also open to full-time MBA students and provide a shorter, concentrated educational experience for students. The Carroll School has a number of specializations, concentrations and dual degree opportunities that are specifically related to sustainability, responsibility, ethics, and leadership:



1. Corporate Responsibility and Sustainability Specialization (In Development)

As a direct response to PRME, the Carroll School of Management is in the process of developing a specialization in Corporate Responsibility and Sustainability. Leadership, Sustainable Environmental Management, and Social Entrepreneurship, among others of the electives noted above, will be part of this specialization, which we hope to have established as of September 2013.

2. Leadership and Management Specialization

With rapid and dramatic change permeating today's organizational landscape, the ability to lead and manage people and organizations is especially important in all sectors and industries. Leaders confront a series of challenges including globalization, outsourcing and offshoring, mergers and acquisitions, shifting market boundaries, new regulatory requirements, an increasingly diverse workforce, and pressure to innovate at an ever more rapid pace. The specialization is appropriate for students who want to 1) build on their technical/functional skills and assume greater responsibility for leadership and management in their organizations, 2) start new entrepreneurial organizations, or 3) work as consultants to other organizations. Courses in the specialization are also a powerful complement to traditional functional area expertise in corporate finance, brand and product management, financial services, and entrepreneurship or global management.

3. Entrepreneurial Management Specialization

Entrepreneurial thinking is an essential ingredient in the recipe for business success. Whether the application of such skills involves departmental or division leadership, the launch of a corporate-funded venture ("intrapreneurship"), or the establishment and subsequent management of a freestanding entity, knowledge acquisition in these areas is critical. This specialization will provide students with a broadened entrepreneurial education. Through coursework across multiple core courses and electives, students will be exposed to a wide spectrum of entrepreneurial knowledge, such as business planning, analysis, financing and negotiations. Additionally, students will be able to focus their attention further in areas of study within the specialization. Students can hone their skills in select areas of entrepreneurship such as new product development, international entrepreneurship, or social entrepreneurship.

4. MBA/Master of Social Work Dual Degree Program

The MSW/MBA Dual Degree Program was developed by the Graduate School of Social Work and the Carroll Graduate School of Management to provide professionals with a unique knowledge base combining the skills and credentials of management and social work. The program is designed to provide students with a unique combination of knowledge and skills in the behavioral and administrative sciences, with exceptional strength in management decision-making and leadership. In addition, specific objectives of the program include:

- A strong common base of social work knowledge, advanced competence in one of two social work methods of intervention, and identification with the social work profession.
- Proficiency in the management functions of accounting, finance, computer information systems, marketing, operations management, social issues, and human resource management.



- Special emphasis and skill development in team-based organizational structures.
- Ability to lead strategically and to position an organization effectively for long-term growth and development in both profit and nonprofit institutions.
- A strong commitment to social work values and humane professionalism, an understanding of the value system in the profit and nonprofit sectors, and an awareness and capacity to confront the ethical dilemmas encountered in organizations.
- Knowledge and understanding of complex organizations, their development and transformation, and knowledge of behavioral and administrative sciences. Understanding of the decision-making process and competence in managerial decision making execution.
- To provide applied learning experiences with professional supervision through two appropriate field internships. The final year in Field will be supervised by an LICSW.

5. MBA/Pastoral Ministry Dual Degree Program

Developed in 2006, the School of Theology and Ministry and the Carroll School of Management offer a combined MA/MBA program for students interested in careers in the management and administration of churches and Church-related organizations and corporations such as dioceses, hospital systems, and social service agencies. Understanding competent and ethical management as a ministry to the Church and related organizations, the program reflects the University's mission to educate individuals to serve with excellence in their fields and to work for social and economic justice.

6. MBA/Urban & Environmental Policy & Planning Dual Degree Program

The fields of planning, policy and management have always been linked, but the value of the nexus increases with a complex global economy and growing world population. Planning and policy guide future investment and development patterns; innovators in all sectors develop increasingly creative approaches to meeting societal needs within these frameworks. Planning and policy and management disciplines have embedded in them broad debates and critical thinking about the environment, human settlements, social and environmental justice, corporate responsibility, sustainable communities and land use, each guided by core values, accountability and professional practice. The Carroll School of Management, in conjunction with the Tufts University Department of Urban and Environmental Policy, offers a combined MA/MBA program for students in the public, private, and nonprofit sectors who have an interest in urban and environmental planning, but recognize that an important component of success in their job will involve management and leadership skills. The proposed courses of study will train professionals able to deal with the management and leadership aspects of urban and environmental challenges that confront government, nonprofit organizations, and private enterprise. The program combines the analytic tools of business with the writing, communication and subject matter knowledge of policy and planning.



7. MBA/Nursing Dual Degree Program

The Boston College School of Nursing and the Carroll School of Management offer a combined MA/MBA program for students pursuing advanced nursing practice and the management and financial skills required to lead in the strategic planning and financial decision making of health care organizations.

8. MBA/Sociology Dual Degree Program

The Boston College Sociology Department and the Carroll School of Management offer a combined PhD/MBA program that involves an interdisciplinary curriculum that provides social researchers with a systematic understanding of the business and workplace environment, and trains managers in social research techniques appropriate to their needs.

9. MBA/Juris Doctor Dual Degree Program

The Boston College Law School and the Carroll School of Management offer a combined JD/MBA program for the lawyer who also wishes to be trained as a business professional. Credit for the MBA program is given toward the JD degree, and credit for one semester in the law school is given toward the MBA degree. Both degrees can be obtained within four academic years rather than the five required for completing the two degrees separately.



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. A sampling of recent PRME-related research done by the Carroll School of Management’s faculty is as follows:

Waddock, Sandra “Carroll School Scholar of Corporate Responsibility.” Dr. Waddock was recently named as the Carroll School’s Scholar of Corporate Responsibility due to her prominence in PRME-related expertise. She is a co-founder of the Leadership for the Change Program: Sustainability, Responsibility, Community at Boston College and the Initiative for Responsible Investing at the Hauser Center, Harvard Kennedy School, and she currently serves on the Steering Committee of the Global Organizational Learning and Development (GOLDEN) Network for Sustainability. In 2009 she served on the advisory board for the PRME/CBL (Principles for Responsible Management Education/Copenhagen Business School) International Conference on Sustainable Leadership in the Era of Climate Change, and prior to that on the UN Global Compact Task Force on the Principles for Responsible Management Education.

Gips, James & Betke, Margrit, creators of Camera Mouse. Camera Mouse is a free program that allows one to control the mouse pointer on a Windows computer just by moving one’s head. Clicking can be done by making the mouse pointer dwell over a spot on the screen. The program was developed to help people with disabilities use the computer, with the main audience for this program is people who do not have reliable control of a hand but who can move their head. People with Cerebral Palsy, Spinal Muscular Atrophy, ALS, Multiple Sclerosis, Traumatic Brain Injury, various neurological disorders use this program and its predecessors to run all types of computer software. There have been over 700,000 downloads of Camera Mouse from this site since the program was made available in June 2007 (ongoing).

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Spinello, Richard. "Informational Privacy," in *Oxford Handbook of Business Ethics*. Brenkert, G. and Beauchamp, T. (Eds.) (Oxford: Oxford University Press, 2010), pp. 366-387.

Steckler, Erica. "Toward a Theory of Organizational Authenticity from a Stakeholder Perspective." (In progress.)

Vadera, A.K. & Pratt, M.G. Forthcoming. "Love, Hate, Ambivalence, or Indifference?: A Conceptual Examination of Workplace Crime and Organizational Identification." *Organization Science*.

Crittenden, Victoria L. and William F. Crittenden (forthcoming). "Corporate Governance in Emerging Economies: Understanding the Game," *Business Horizons*.

Crittenden, Victoria L. and Linda K. Ferrell (Editors). Special Issue: Ethics, Corporate Social Responsibility, and Sustainability in Marketing Education, *Journal of Marketing Education* (forthcoming).

Crittenden, Victoria L, *Critical Thinking Cases for Marketing*, 12th edition, by Charles Lamb, Jr., Joseph Hair, and Carl McDaniel, South-Western College Publishing (forthcoming). Cases include the following [with accompanying teaching notes]: Telekom Austria Group: Sustainability to Increase Value.

Crittenden, Victoria L, *Marketing Miscue Cases for Marketing*, 12th edition, by Charles Lamb, Jr., Joseph Hair, and Carl McDaniel, South-Western College Publishing (forthcoming). Cases include the following [with accompanying teaching notes]: Concerns over Sustainability result in Social Media Disaster for Nestlé.

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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 solutions.

Centers

The Carroll School's centers engage in research, work-based learning projects, executive education programs, and consulting assignments. The tie that binds these centers and programs is a values-based sensitivity to business operations in the world today. Our remarkable research organizations and centers housed within the Carroll School of Management are deeply connected to corporate, nonprofit, and government entities throughout the world. Through these partnerships, they engage in groundbreaking research and contribute back to their partners with practical business solutions. The school's centers, an intellectual and practical resource for both small and large businesses, provide assistance with launching new ventures; promote strong community leadership; and help companies become better corporate citizens.

1. The Center for Corporate Citizenship

Founded in 1985, this center provides leadership in establishing corporate citizenship as a business essential, so that all companies are able to act as economic and social assets to the communities they impact. The center functions as an educational institution, a think tank, a consulting firm, and an information resource all in one place, and all focused on fundamentally and measurably improving one's ability to build and leverage citizenship efforts.

2. Winston Center for Leadership and Ethics

The Winston Center was established in 2006 with the dual mission of conducting compelling research of interest and use to scholars and practitioners and offering programs that engage scholars, executives, and students in an intellectual exploration of leadership and ethics in business and society. The center's research focus is in a variety of intellectual orientations, such as the humanities, social sciences, and physical sciences to examine the organizational and social contexts, relationships, and dilemmas in which leadership occurs and the role that ethics plays. This approach is not simply about leaders having the right ethics but about how leaders act in situations that challenge those ethics. Two flagship speaking forums, the Clough Colloquium and the Chambers Lecture Series highlight the center's programmatic offerings. David McCullough launched the Clough with an historical perspective on the leadership of the Founders and Colonel Eileen Collins identified the leadership challenges she faced in becoming NASA's first female commander of the Space Shuttle in a recent Chambers Lecture. Other programs include symposia, film and lecture series, with the intent of touching many facets of the University community.

3. The Jenks Leadership Program

This program identifies and prepares undergraduate men and women to take up leadership roles in the service of others and the common good. The Jenks Leadership Program is the signature student program of the Winston Center for Leadership and Ethics and consists of three modules with each module taking place over a semester. Recent service projects include:



- **Sustainable Garden:** In the spring of 2010, this project team worked with a local middle school to build a garden that would give students a hands-on learning opportunity to explore sustainable agriculture and eco-friendly practices. They built two wooden beds and planted the first batch of seeds, and throughout the process talked to students about the importance of locally grown foods and healthy eating.
- **RACKS:** The "RACKS" project, or "Random Acts of College Kindness," was a re-creation of an original Jenks project from the late '90s, the goal of which was to recognize under-appreciated groups on the BC campus. The RACKS team would show up early mornings to different offices around campus with Dunkin' Donuts coffee, flowers, and other goodies to recognize these groups for their important behind-the-scenes work that helps this campus operate.
- **Laces for Literacy:** The "Laces for Literacy" team designed custom tags and sold bright neon shoelaces in the lead-up to the Boston Marathon, in a campaign designed to raise awareness about literacy issues. Each tag had a fact about literacy rates on the back. With the funds raised, the team donated books to a Boston community youth center.

4. Center for Retirement Research

The goals of the Center for Retirement Research are to promote research on retirement issues, to transmit new findings to a broad audience, to help train new scholars, and to expand access to valuable data resources. The center provides decision makers in the public and private sectors with critical information to better understand the issues facing an aging population. The center's research program spans the four main areas that affect a household's retirement income: Social Security, employer-sponsored pension plans, household saving, and labor market trends among older workers. The center's work also goes beyond economics. They seek to understand the human behavior behind individuals' decisions so that we can focus on solutions that work in practice, not just in theory. Since its inception in 1998, the center has established a reputation as an authoritative source of information on all major aspects of the retirement debate.

5. Center for Work & Family

Since its founding in 1990, Boston College's Center for Work & Family (CWF) has been a national leader in helping organizations create effective workplaces that support and develop healthy and productive employees. The center provides a bridge linking the academic community to leaders in employment settings who are committed to promoting workforce effectiveness and counts many of the world's most progressive companies in the work/life arena as members.

Executive Programs

1. Boston College Business Initiative

The Boston College Business Initiative (BCBI) provides local and global developmental and consulting services to a wide array of firms, ranging from nascent startups to existing companies.



2. Boston College International Business Initiative

The Boston College International Business Initiative seeks to create a deeper understanding of the impacts of working in the global environment by providing consulting and business analysis services to companies, study abroad and company visit opportunities to graduate students, and executive education programs.

Events and Workshops

1. Diane Weiss Consulting Competition

During the second semester of the full-time MBA program, after intense study in accounting, marketing and economics, students exercise their new skills by providing management consulting services to external clients. This intensive, team-based project is a hallmark of the Boston College MBA program. Typically about a third of the clients have been not-for-profit organizations and social enterprises. Past clients have included The Flutie Foundation for Autism, Kevin Youkilis' Hits for Kids Foundation, multiple hospital foundations, etc. The student teams consist of 5 or 6 students specifically brought together for their complimentary skills. Each team is responsible for improving the client organization through analyzing a significant challenge or opportunity and delivering practical solutions that meet their client's needs.

2. MBA Orientation

Thompson Island is a not-for-profit organization whose primary purpose is to provide adventurous and challenging experiential learning programs that inspire character development, compassion, community service, environmental responsibility and academic achievement. The Carroll School chooses to support this part of the Boston Harbor Islands National Park Area on an annual basis by incorporating a full day of its orientation activity there. Each incoming full-time MBA class spends time in small group activities and high-ropes courses designed to take students out of their comfort zone and build a basis for future teamwork and leadership.

3. Meaningful Work, Meaningful Lives - A Career/Life Planning Workshop

This workshop was designed to help students navigate their career and life to achieve success in both areas. During the two-day session, participants completed a broad range of self-assessment activities, explored the changing nature of work, and developed career strategies that incorporate their values and priorities in both their work and personal lives.

4. Building an Effective Employee Volunteer Program

This program explored the key elements of successful volunteer program planning and provided participants with a clear understanding of how such programs are structured to support business strategy. Participants were introduced to a step-by-step program planning model - a model which can be applied across a variety of community involvement programs.



Principle 6 - Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Speaker Series

The Carroll School routinely hosts lectures, presentations, and talks that are related to ethics, sustainability and leadership, and encourages students to attend events sponsored by other Boston College programs.

1. Boston College Chief Executives' Club of Boston

One of the premier forums for the exchange of ideas on business and management issues, the Chief Executives' Club of Boston works in partnership with Boston College's Carroll School of Management to foster management excellence, leadership and good corporate citizenship. Recent PRME-related presentations have included:

- "Navigating the Uncharted Waters for Home Ownership and Rental Housing: Freddie Mac's future and the work the company is doing." Ed Haldeman, Jr. Chief Executive Officer, Freddie Mac (October 2011)
 - "News, Information, and Technology-The New Age of Collective Intelligence: The power of information in the digital age and what gives it value." Les Hinton, Chief Executive Officer, Dow Jones & Company (March 2011)
 - "Science and Collaboration-Meeting The World's Demand for Food: How science and industry are collaborating with communities across the globe to meet a growing population's demand for food." Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont (February 2011)
 - "Personalized Healthcare-Getting from Promise to Reality: Challenges in the healthcare industry and creating personalized healthcare solutions by combining pharmaceuticals with diagnostic technology." Severin Schwan Chief Executive Officer, Roche Group (December 2010)
 - "Taking Responsibility and Doing the Right Thing: A major media company's responsibilities, not just when things go terribly wrong, but in the everyday course of doing business." Philip I. Kent, Chairman and Chief Executive Officer, Turner Broadcasting System, Inc. (September 2010)
 - "The Largest Oil Spill Response in History: The company's efforts to shut down the well, contain the oil spill, and clean it up." Robert Dudley BP Board Director and Executive Vice President, The Americas and Asia, BP plc (May 2010)
 - "The Innovator's Dilemma in 2010: The global, technological, and generational changes that are transforming business today, and extolled education as the key to ongoing innovation and growth in America." Phillipe P. Dauman, President and Chief Executive Officer, Viacom Inc. (March 2010)
- "Fixing the U.S. Economy-solutions to get the economy back on track: Make a few positive changes, profound but simple." Steve Forbes, President and Chief Executive Officer, Forbes; Editor-in-Chief, Forbes magazine (February 2010)



2. The Winston Forum on Business Ethics

Launched in fall of 2007, this forum brings to campus leading voices on the subject of business ethics from a variety of fields and disciplines. The forum has a unique format which brings guests into contact with undergraduates, graduate students, faculty, alumni, and local business executives.

Recent Winston Forum on Business Ethics speakers include:

- Cynthia M. Deitle, FBI Boston Office - Supervisory Special Agent (Spring 2012)
- Timothy Anderson, Founder and President, World Computer Exchange (Fall 2011)
- Kathe McKenna, Executive Director, and Danny Cordon, Director of the Transitional Employment Program (Spring 2011)
- Juliet Schor, Boston College Professor of Sociology and Author of Plenitude (Fall 2010)
- Mike Dupee, '91, Vice President for Corporate Social Responsibility, Green Mountain Coffee Roasters (Fall 2009)

3. The Boston College Citizen Seminars

This series, in association with the Boston College Carroll School of Management, brings together leaders from academia, business, government, labor and private nonprofits for the purpose of discussing and debating some of the pressing issues facing the City of Boston and the region in which it is located.

4. Manager's Studio

Hosted by Boston College faculty member Bob Radin, the Manager's Studio at the Carroll School brings top executives to campus to share their personal and professional experiences with students. Each session begins with an interview, offering a rare glimpse into executives' personal lives, which is followed by a student-led question and answer period. Discussions cover topics such as personal goals and challenges, career paths, managing and leading, and the business environment. Past Manager's Studio speakers have include the following:

- Ron Hovsepian, CEO & President of Novell, Inc.
- Doug Flutie, President & Co-Founder of the Doug Flutie Jr. Foundation
- Kathleen Corbet, Former President and CEO of Standard and Poor's
- Dr. James Mongan, President and CEO of Partners Healthcare
- Cleve Killingsworth Jr., President and CEO of Blue Cross Blue Shield of Massachusetts
- Deborah Jackson, CEO of the American Red Cross of Massachusetts Bay

5. The Chamber Lecture Series

This forum brings high-profile speakers to campus for public programs and student-focused activities. The Chambers Lecture Series offers perspectives and guidance designed to shape ethical leaders of the future. The Chambers Lecture Series speakers have included the following:

- Patrick Kuhse, International Speaker & Business Ethics Consultant
- Father Greg Boyle, S.J., Founder and Executive Director, Homeboy Industries
- Paul Rusesabagina, Real-Life Hero of Hotel Rwanda
- Col. Art Athens, Director, Stockdale Center for Ethical Leadership, United States Naval Academy



6. The Clough Colloquium Series

This program recognizes individuals who have made important contributions as ethical leaders in their fields and calls upon them to share what they have learned on their journey to becoming leaders through symposia, conferences and public events. These presentations are available to all members of the greater Boston College community. Past Clough Colloquium Series speakers include:

- Andrew Ross Sorkin, New York Times financial columnist and co-host of CNBC's Squawk Box and author of the national bestseller Too Big To Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System -- and Themselves.
- Adrian Fenty, former Mayor of Washington DC and national leader in the area of urban education reform due to his changing of the city's public schools structure in his first months in office.
- Alex Counts, President and CEO, Grameen Foundation and author of Small Loans, Big Dreams leads the Grameen Foundation, a Washington D.C.-based nonprofit that enables the poor to create a world without poverty using the tools of microfinance and technology. He trained under and worked directly with 2006 Nobel Peace Prize recipient Dr. Muhammad Yunus.
- Dr. Francis Collins, Director, National Institutes of Health, and author of The Language of God has led the successful effort to complete the Human Genome Project, a complex multidisciplinary scientific enterprise directed at mapping and sequencing all of the human DNA, and determining aspects of its function.
- Cynthia Cooper, WorldCom Whistle Blower and 2002 Time Person of the Year for identifying the corporate fraud at WorldCom – to date the largest corporate fraud in history. She is also the author of Extraordinary Circumstances: The Journey of a Corporate Whistleblower.
- FW de Klerk, former president of South Africa and Nobel Peace Prize Winner who pointed his country in a new direction and was awarded the 1993 Nobel Peace Prize for his work to end apartheid.

7. Irish Institute at Boston College

Working under the auspices of the Center for Irish Programs, the Irish Institute makes use of cross-campus and local resources to facilitate rewarding personal, corporate, and professional educational exchanges with the goal of promoting a more lasting peace on the island of Ireland. The Irish Institute hosts officials and policymakers from Ireland and Northern Ireland for professional development programs in areas such as government, nonprofit, business, and education. Irish Institute programming areas include Business Management and Entrepreneurship, Education, Environment, Executive Leadership, Nonprofit Management and Development, Peace and Reconciliation, Policing and Public Policy, Civic Leadership, and Local Governance.

8. Alumni Association Deans Series

The Carroll School's dean Andrew Boynton presented a talk titled "Innovation and Teamwork"



9. **Deusto Business School, Bilbao, Spain.** Profs. Brad Gogins and Sandra Waddock offered a week-long course on The New CSR: Corporate Sustainability and Responsibility in June 2011, with a second offered in June 2012.

10. Victoria Crittenden organized a 2-day **Seminar on Sustainability** with executives from Telekom Austria, Corporate and Management Development, WU Executive Academy, Vienna University of Economics and Business, 2010.



Appendix A: Boston College-Based Ethics, Sustainability, and Responsibility Initiatives

Below are a number of Boston College-based initiatives that support the PRME objectives and in which the Carroll School of Management's students, staff and faculty also take part.

“Get Green!” Boston College Energy Conservation Campaign: campaign designed to reduce the University's substantial energy appetite and apply the savings to more pressing educational needs, as well as to respond to increasing world-wide attention to the depletion of the earth's resources.

BConserves: on-line resource dedicated to energy conservation efforts at Boston College, with tips for saving energy and published print articles of interest about conservation on campus.

Sustainability at Boston College: campus, study, research and involvement initiatives in responsible use of energy, water, transportation, dining, academics, research, recycling and information technology to provide the Boston College community with superior services, modern facilities, and a healthy environment. Underlying every activity is our commitment to sustainability and the desire to create a livable earth for the future.

NGR Electricity Saving Games: campus-wide NRG Games, running throughout the month of February, encourage each hall to compete to conserve the most energy. Significant energy reductions have been witnessed during this time period, illustrating that students can do their part to help the environment simply by turning off some lights, taking a shorter shower, or lowering the heat.

Tool Box: online calculators that help measure the amount of carbon dioxide you save from entering the atmosphere (and what that means in every day terms), how many calories you burn by biking to work, or how much your bills can be reduced by turning off the lights or faucet. Offerings include the following: The Nature Conservancy's Carbon Footprint Calculator, Greenhouse Gas Equivalency Calculator, U.S. Department of Energy Calculators, Infinite Power's Energy Calculators & Software, EIA Energy Kids' Page, GE's Energy Cost Calculator, FitWatch's Exercise & Activity Calorie Calculator, Environmental Defense's Paper Calculator and Low Impact Living's Impact Calculator.

EcoPledge: EcoPledge is a student-led organization that works toward making Boston College a more sustainable campus. EcoPledge educates the BC community about environmental issues by showing films, presenting lectures, and hosting annual celebratory events like Harvestfest and Earth Day. Through the leadership of EcoPledge members, Boston College has participated annually in RecycleMania, a national intercollegiate recycling competition, and the Better Off Contest, a two-month energy conservation contest among the residential halls. EcoPledge also runs campus-wide campaigns to promote water and energy conservation, and an increase in commingled plastic, paper, and food waste recycling.



Sustain BC: Sustain BC is a student/faculty committee dedicated to promoting greater actions towards sustainability on campus. It helps sponsor events and uses its leadership role to enact real change towards sustainability at Boston College. The organization provides great opportunities for students to collaborate with BC administrators and faculty interested in the environment. Furthermore, SustainBC members have developed a Green Course Checklist, as well as a Green Checklist for Sustainable Events, outlining simple and effective ways to put sustainable practices into action across campus and information on toxins you may be coming in contact with everyday without even knowing it through "Tips for Avoiding Everyday Toxins," created by Laura Hake of SustainBC.

Real Food BC: Real Food BC is a student group on campus that strives for the establishment of a more sustainable food system. It was started as a part of the nationwide Real Food Challenge. The goal of Real Food BC is to promote the purchasing of food from local, green, humane sources in order to support localized food production and to reduce carbon emissions that result from long-distance food shipments. In collaboration with Real Food BC, BC Dining created Addie's Loft, an organic eatery that offers food from local, sustainable sources. Located on the second floor of Corcoran Commons (Lower), Addie's offers delicious artisan fare, and its walls display photos and posters that provide insight into the sustainable food system. In Spring 2008, Real Food BC hosted Real Food Week, and has consistently been active in Harvestfest and Earth Day events. Real Food BC also took an active role in Green Week (hosted by the Undergraduate Government of BC), during which we provided information at a variety of events and showed the award-winning film *The Garden* in order to promote sustainable agriculture.

Boston College Community Garden: The student environmental groups EcoPledge and Real Food BC started an organic garden in a yard on the Brighton Campus. The plot grows everything from tomatoes, peppers, carrots, zucchini, and broccoli to basil and chives. The garden provides recreational and educational activities for BC students and faculty, as well as for the local community. It is a place for people to gather and work on a fun project together outside in the sun. Once the garden has been further established, groups of students from Newton's local schools and summer camps, as well as from BC's Campus School, will be welcomed and encouraged to take educational field trips to the garden to learn about sustainable agriculture, how to garden, and the benefits of eating local. These trips have the potential to be led by students of the Lynch School and/or interested volunteers.

Environmental Law Society: The Boston College Environmental Law Society (ELS) is a community of students, faculty, alumni, and friends who share a social consciousness about important environmental issues. The society offers a variety of unique opportunities for students to become informed and active in the pursuit of a better and healthier environment. To accomplish this, the society organizes an increasingly broad scope of activities that are fun, educational, and service-oriented. ELS sponsors a variety of opportunities for students to learn about environmental issues and become involved in educational and service-oriented activities. Students can testify at public hearings on environmental issues, work with the environmental justice organization based here at the law school, Alternatives for Community and Environment (ACE), and/or do legal research for several nonprofit environmental groups.



BTI Religion and Ecology Forum: For those interested in pursuing connections between sustainability and religion, a group of Boston Theological Institute graduate students have formed the "BTI Religion and Ecology Forum." The idea is to create a common space for exchanging ideas and support around this theme and for coordinating efforts on larger projects. For the purposes of this group, "religion" is defined broadly.