

**Boston University** School of Management

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**Kenneth W. Freeman**  
Allen Questrom Professor and 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

January 15, 2015

Dear Jonas:

As an institution of higher education involved in the development of current and future managers who create value for the world, Boston University School of Management continues to be committed to the Principles for Responsible Management Education and attached is our report on progress. We will continue to provide reports to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "K. Freeman".

Kenneth W. Freeman  
Allen Questrom Professor & Dean

**Boston University School of Management  
PRME Progress Report**

**2013-2014**



**Boston University** School of Management

**PRME** Principles for Responsible  
Management Education

## **Boston University School of Management**

We are pleased to submit our Communication on Progress Report for 2013-2014. As the following report illustrates, it continues to be an exciting time at the School of Management. As a school that recently celebrated our 100-year anniversary, we are reminded of our commitment to strengthening the principles championed by PRME. In that spirit of advancement and learning, in September 2014, we hosted our first-ever Business Education jam, a global brainstorm to envision the future of business on the cutting edge of change. In all that we do – in and out of the classroom - we aim to *Create Value for the World*, and are forging ahead with social responsibility as a cornerstone of our learning community.

This would not be possible without the dedication of our students, faculty and staff who are instrumental in infusing the principles of responsible management in our teaching, research and community involvement. It is their energy, initiative and insight that are propelling the school forward in this important area of sustainable business.

Kenneth W. Freeman,  
Dean, Boston University School of Management

## Boston University School of Management – Our Approach

### MISSION

We prepare innovative and ethical leaders who understand the impact of business on society and create value for the world. Our students comprehend organizational systems, the vital role of leadership, and the forces transforming the global economy. We generate scholarly knowledge and insights that advance management practice through our research, teaching, and community engagement.

### VISION

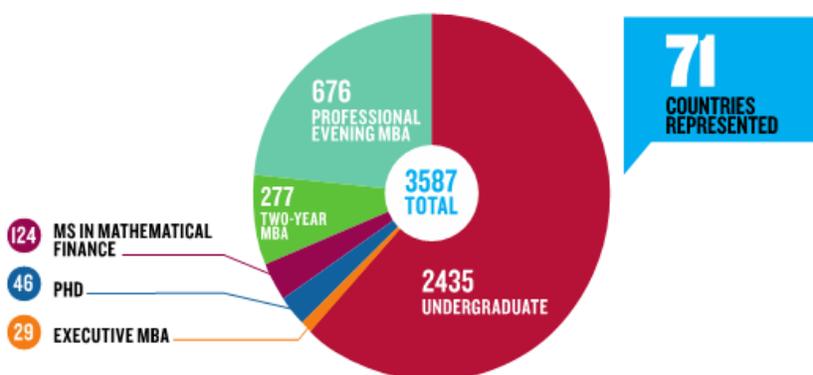
Boston University School of Management believes that leaders must do much more than generate financial returns. Leaders must create value for their organizations, society, and the world. Our faculty, informed by groundbreaking research and engagement with rapidly growing industry sectors, prepare our students to be innovative, ethical, responsible, and responsive global leaders, who make a difference in their professions and in their communities.

### VALUES

- Integrity
- Innovation
- Collaboration
- Accountability
- Leadership
- Respect

## BOSTON UNIVERSITY SCHOOL OF MANAGEMENT AT A GLANCE

### ENROLLMENT 2014-2015 ACADEMIC YEAR



## **BOSTON UNIVERSITY & PRME**

Boston University School of Management was proud to join PRME in the spring of 2009. As a member of a global network of similarly committed institutions, the School committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions.

The following report provides highlights from the year 2013-2014, and since our last report in 2010. The report is organized by the six PRME principles and concludes with ideas for increased infusion of sustainability into additional aspects of school programming and outreach.

**Principle 1: Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

**Principle 2: Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

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

**Principle 4: Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

**Principle 5: Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

**Principle 6: Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## **PRINCIPLE 1: PURPOSE**

***We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.***

One of the central tenets of Boston University School of Management is to develop students into leaders who *Create Value for the World* in ways that emphasizes ethical, social and environmental responsibility. We believe these skills are integral to students' personal and academic development throughout their time at the School. Since the 2013-2014 academic year, every student has been immersed in the global issues of business, society and ethics through an entirely redesigned, cross-functionally integrated core curriculum and elective offerings. In addition, a comprehensive portfolio of field-based coursework, co-curricular, club/community activities, experiential learning opportunities and real-world practice that enrich the student experience by:

- Broadening contextual/cultural exposure
- Forming relevant experience
- Deepening functional expertise

In recognition of our efforts to infuse this ethos in and out of the classroom, our MBA program was ranked 3<sup>rd</sup> in the United States and 11<sup>th</sup> in the world in 2013 by Corporate Knights Magazine. From their first days on campus, School of Management students are exposed to the importance of social responsibility and sustainability in global business leadership.

### **MBA ORIENTATION**

The MBA full-time student orientation includes a community service project that serves as a real-world context for experiential learning and provides time to reflect on students' individual values and the organizational value of being engaged with the Boston community and its diverse stakeholders. A variety of sites in the greater Boston area are made available, and past projects have been hosted at organizations including the Boston Food Bank, Cradles to Crayons, and Learning Ally amongst others.

### **STUDENT CLUBS**

As a reflection of the considerable interest in social responsibility and sustainability, the School of Management is home to multiple undergraduate and graduate clubs aimed at broadening students' horizons in this area. In addition to the Public & Nonprofit Management Club spotlighted in this report, students have the opportunity to join other clubs seeking to use business to improve the world through responsible management and sustainable practices. Some of these include: the Energy club, BU Chapter of the Net Impact club, and the Health Services Management Association. One particular event of note in 2013-2014 was the panel on socially responsible investing featuring speakers from Trillium Asset Management and Root Capital.

### **Public & Nonprofit Management Club**

The PNP club is a student-run organization that increases student engagement and understanding of the public and nonprofit sector through social networking, fundraising, volunteering and career development activities. The following are recent highlights from the current academic year that PNP members have participated in:

- Learn at Lunch with Education Pioneers, a nonprofit that connects leaders with educational organizations to improve the quality of education for every student
- Info session with Commongood Careers, a national search firm for the nonprofit sector
- Brown Bag lunch with Isaacson Miller, an executive search firm for the nonprofit sector

### **CONSULTING**

**Collaborative Consulting:** The PNP Club, in collaboration with the Consulting Club, launched Collaborative Consulting in the fall of 2009 as a way to allow groups of MBA students to apply their business knowledge to making a difference in Boston nonprofits. Students work in teams of up to 6 MBA students to solve a specific issue facing the organization, and dedicate at least 10-15 hours per month pro-bono on their projects. Projects have focused on financial analysis, pricing, program evaluation, technology strategy and market analysis. Examples of participating nonprofits have included: the New England Aquarium, TechBoston Academy, Cambridge College, Health Leads, Hope House and Shelter Music.

**BU on Board:** This student-led program is run by the Public and Nonprofit Management Club and the Net Impact Graduate Chapter at Boston University School of Management. The program seeks to develop new leaders in the nonprofit sector, known as Board Fellows, while bringing fresh talent and perspectives to nonprofit boards. The program is now in its fourth year of operation. Board Fellows serve as active participants on their nonprofit boards, getting involved with committees and relevant projects. The program brings business skills to nonprofits and allows nonprofits to cultivate potential new board members, while exposing MBA students to nonprofit management and governance in practice. Examples of organizations in 2013 and 2014 include the following:

- Albert Schweizer Fellowship
- Art Resource Collaborative for Kids
- Interise
- Bird Street Community Center
- The Midas Collaborative
- Cambridge Community Center
- The Nature Connection
- Urbanity Dance
- Children's Center of Brookline
- FATEM
- Center for Arabic Culture
- Junior Achievement of Northern New England
- Alzheimer's Association
- Consumer Quality Initiatives
- Massachusetts Public Health Association
- NeighborWorks

**Link Day:** BU MBA Link Day is an opportunity for small- to medium-sized nonprofit organizations to access cutting edge managerial expertise. Launched in April 2001 by students in the MBA Public and Nonprofit Management concentration, this one-day consulting experience brings together nonprofits, MBA students, academics, and local professionals to analyze a specific problem facing an organization and provide practical strategic solutions. Link Day is a one-day consulting project where teams of BU SMG students use their business skills to help Boston nonprofits. Students work in teams (a combination of 1st and 2nd years, PEMBAS, nonprofit leaders and SMG professors) to offer solutions in a number of areas ranging from fundraising strategies and website development to marketing plans and strategic initiatives – and much more.

### **Graduate - Management Consulting Field Project OB 840**

Designed for second-year MBA students, this course allows students to practice their newly honed business and consulting skills by engaging them in a formal consulting project for a profit or nonprofit organization. Teams ranging in number from two to five students prepare a formal scope of services followed by the timely execution of the approved work. Students explore dimensions of the consulting framework, engagements, work methodology, client relationship management, value creation, developing and delivering presentations and client follow-up. This course requires a series of interim deliverables contributing toward the final deliverable. This course is primarily a field-based course supported by

lectures, readings, guest speakers and case discussions. The course simulates a small consulting firm where you are the consultant. By working on a consulting assignment with team members as well as using your classmates as resources for your project you are gaining the “real world” experience of working in a small consulting firm.

### **Global Venture Consulting**

Boston University Global Venture Consulting (BUGVC) provides BU MBA students with unique consulting opportunities in international markets. This past March, 25 SMG students traveled with BUGVC to Quetzaltenango (aka Xela), Guatemala, to work with Alterna, a social enterprise incubator focused on promoting entrepreneurship in Guatemala and beyond. Alterna has connected BUGVC teams with a variety of projects among Alterna’s portfolio companies. Along with immersing themselves in local culture and business practices, students explored the role of social enterprise in developing markets and cross-cultural communication.

### **INTERNSHIPS**

Internships help students build connections and credential that are crucial for their future careers. In support of these goals, at the graduate level the School of Management has a Social Impact Summer Internship fund aimed at mobilizing the MBA community to fund students pursuing career-accelerating internships that create a lasting social impact. Below is a sample listing of the types of internship experiences that MBA students interested in social and environmental responsibility have had:

**The Enterprise Center, Philadelphia, PA:** The Enterprise Center Community Development Corporation received grant funding for a new popup restaurant incubator, Common Table. The Common Table Fellowship program will help aspiring restaurateurs and chefs to proof their concepts and gain business skills necessary for success in the restaurant industry. While construction of the restaurant was underway, Allina took charge of the programming side of Common Table. Over the summer Allina directed marketing initiatives and branding for the restaurant and program, managed the application release and submissions, and lead a business plan workshop for applicants and current food business entrepreneurs. Additionally, Allina established partnerships with local industry professionals in an effort to secure expertise for the program’s curriculum.

**Life is Good, Hudson, NH & Boston, MA:** John’s summer internship with the Life is good (LIG) Company was multi-faceted. Fifty-percent of his time was dedicated to using the Sustainable Apparel Coalition’s portfolio of assessment tools to evaluate factory audits returned by the company’s international manufacturing partners. He reported his findings and delivered recommendations to LIG’s Management Team in a capstone presentation at the conclusion of the summer. The other fifty-percent of his position involved writing LIG’s Customs Compliance Manual which involved extensive interviews with more than dozen employees regarding the company’s product design as well as import and receiving procedures. The Compliance Manual, which is primarily a risk-management tool, will be used and updated by LIG for years to come.

**World Health Organization, Manila, Philippines:** As a summer intern with the World Health Organization Western Pacific Regional Office, Liz worked on a project to develop priority actions in order to contain antimicrobial resistance in the region. Specifically, Liz analyzed a situational analysis of the region, to determine the current standing on policies, regulation and awareness and compiled them into a background document providing an overview of the issue. The document was presented at the regional

consultation, which Liz also helped to organize, that brought together experts in order to discuss priority actions for containing antimicrobial resistance. A notable accomplishment for Liz was developing an antimicrobial resistance awareness campaign to involve the public in efforts to contain antimicrobial resistance by pledging to use antibiotics responsibly. The pledge is now being translated into several languages to be implemented by Member States

At the undergraduate level, Boston University was pleased to recently announce the creation of the Yawkey Nonprofit Internship Program following a \$10 million gift from the Yawkey Foundation. This new program will support students seeking meaningful opportunities to work for nonprofit organizations that might not otherwise be able to afford to pay for their services. Applications are now opening for the inaugural class of students.

## COMPETITIONS

School of Management students have participated in multiple competitions, some highlights of which are:

**Aspen Institute International Case Competition:** The Aspen Institute, an international nonprofit founded in 1950 and based in Washington, D.C., is dedicated to fostering values-based leadership and providing a neutral and balanced venue for discussing and acting on critical issues. In 2014, a Boston University MBA team was chosen to compete in the 3<sup>rd</sup> and final round of the Aspen Institute's Business & Society International MBA Case Competition. The competition was born from a desire to design a best-in-class incentive program that encourages future business leaders to unite corporate profitability with social, environmental, and ethical awareness—three issues at the heart of business growth in the 21st century. The competition focuses on the positive impact a well-managed business can have in society, allowing students from 25 business programs worldwide to reflect on this significant influence.

**Proctor & Gamble Sustainability Challenge:** This Boston-university competition featured multidisciplinary teams of Boston University undergraduates and graduates representing engineering, public policy, biomedical engineering and management to present ideas to P&G that would increase their renewable energy consumption at their South Boston Gillette site.

The School of Management has played host to case competitions related to social responsibility and sustainability attracting students representing schools from across the globe.

**Global Health Sector Interdisciplinary Case Competition:** This competition was first held in 2012, sponsored by DePuy Synthes Spine. The invitation-only competition, worth \$32,500 in prizes, challenged teams of students from 12 of the world's leading MBA programs to solve a health sector market challenge. Each team had 24 hours to develop a proposal recommending a course of action on a strategic business initiative focused on current issues related to medical devices in the global health sector. The teams then presented their findings before a panel of judges from leading health sector companies, including sponsor DePuy Synthes Spine. The competition is unique due to its interdisciplinary nature; in addition to MBA students, each team included a public health, medicine, engineering, or law student.

**BU Net Impact Case Competition:** The School of Management hosts an annual Net Impact case competition. The 2014 competition featured five BU MBA teams and one MBA team from Boston College competing for a total of \$5,000 in award money generously provided by Wells Fargo. Rather than the classic case competition common in today's business school curriculum, the competition utilized a "war game" format. Student teams played the roles of the company's executives in a dynamic business simulation that

required an in-depth study of the case at hand, development of strategic decisions to be made, as well as predicting the response from critical stakeholders, competitors or the markets and adaption to expected or unexpected consequences.

**Grand Business Challenge in Digital Health:** Starting in 2013, the School of Management has joined forces with lead sponsor Merck to host an annual Boston University Grand Business Challenge in Digital Health, where teams of MBA students from outstanding business schools around the world started answering one of those big questions: How will information technology influence and transform global healthcare to create value for the world? The second annual Grand Business Challenge in Digital Health awarded first place to Fudan University School of Management's mission of bridging the gap between rural and urban populations by providing them equal healthcare opportunities by providing online consulting and education for rural doctors. Presenting to a panel of Merck executives on specific technological developments, market moves and responses to trends took student's ideas from a theoretical into a practical arena. Pitching to a specific organization required teams to tailor their advice based to Merck's business model and offer insights that Merck could realistically implement. In 2014, 16 schools including ones from Europe, Asia and Latin & South America were invited to participate.

## **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 Impact***

## **UNDERGRADUATE PROGRAM**

The undergraduate program recently was revised to include a critical focus on ethics. This new course is required of all new students and serves as a required gateway for entry to the School of Management. The course is unlike other freshman business courses as it provides students a significant focus on ethical issues, foundations, and frameworks. Following the establishment of this course, course lead faculty are now working to infuse ethical frameworks into additional required courses. A course description of this new requirement follows.

**SM131: Business, Society, and Ethics.** Students will explore the ethical problems facing global management. Through identification and discussion of the substantive disciplines relevant to business, students will uncover a complicated analysis necessary to make appropriate decisions and will highlight their interdependencies. This course stresses written and oral communication skills and logical reasoning as an ingredient for sound analysis and rational business planning. The course stresses teamwork because at the heart of modern management is the need to collaborate with others and to organize, motivate, and monitor teams of diverse people to accomplish shared goals.

## **MBA PROGRAMS**

### **General MBA**

The full-time MBA program is a two-year interactive learning experience addressing the dynamics of global business. We teach students to think of creating value for their organizations, their communities, and the world by exploring the ethical, global and social responsibility considerations of managerial decisions. Students have the opportunity to learn about the forces transforming every area of the world economy, including health & life sciences, digital technology, and social enterprise & sustainability. All full-time first year MBA students complete a comprehensive, cross functional project in their first semester with a focus on traditional business areas such as marketing, finance and accounting. Moreover, students have to take into account the impact of their recommendations in regards to sustainability issues.

### **Public & Nonprofit Management Program**

The Public and Nonprofit Management Program, founded in 1975, is designed to provide MBA students with the tools to address society's most challenging humanitarian and social problems impacting the global economy. Drawing on Boston's nonprofit ecosystem where some of the most recognized nonprofits got their start, students are able to apply their management skills outside of the classroom, leveraging the program's strong relationships with top employers.

### **Health Sector Management Program**

The health sector is continuously undergoing transformational growth and change, offering compelling opportunities and challenges for emerging managers and leaders. The Health Sector Management Program (HSM), founded in 1972, prepares students for leadership roles throughout the health industry, including biotechnology, pharmaceuticals, medical devices, health information technology, health systems management, consulting, and public policy. Leveraging its position in the heart of Boston's world-class health scene, students are offered tremendous flexibility to grow their careers in biotechnology, pharmaceuticals, medical devices, diagnostics and other related fields. In 2011, Boston University's HSM program was ranked 11<sup>th</sup> in the nation by US News & World Reports.

## **CURRICULUM**

Boston University School of Management consistently monitors the evolving global business environment and develops curricula that prepare students to meet the skills required. In 2013-2014 the MBA program unveiled a significant curriculum revitalization designed to further integrate global and ethical frameworks and tools that students need to become business leaders starting during pre-term and extending throughout the duration of the program.

### **Required Courses**

As part of the Core curriculum, all MBA students take the following ethical and global-focused courses:

#### **MG700: Ethical & Global Foundations**

This experience, delivered during the pre-semester, delivers ethical and global foundations which provide students a broad exposure to concepts that will be applied throughout the MBA experience. The foundation contains two elements. First, an intensive three day element - Ethics, Values, and Responsibility – is designed to lay a conceptual foundation, introduce frameworks, provide a common language for ethics and ethical decision-making, and provoke awareness of one's values and ethical frontier to help guide principled thought and analysis. Second, Global Foundations will expose students to the complexities of

operating in a global environment, discuss challenges associated with globalization, consider strategic factors when approaching global business problems, gain understanding of global institutions, and provide a foundation on approaching country contexts.

### **MG790: Ethical Leadership in a Global Economy**

Ethical Leadership in a Global Economy will provide students with a unique 2nd year learning experience on how the global economy is transforming economic sectors, presenting new risks, calling forth innovation, and challenging traditional values and norms. Through engagement with select firms, governmental, and civil society organizations, students will develop an appreciation of how new realities challenge traditional business integrity, strategy, and values in the global economy. Course projects and content will include both sector and functional based experiences. This course will provide opportunity for students to apply concepts which have been building through the pre-term, core, and professional skills courses.

### **Elective Courses**

One of the hallmarks of a Boston University MBA education is the range of choices offered, and opportunity to both build a foundation for management leadership in any discipline as well as specialize early in the program. The following is a sampling of courses related to sustainability, ethics, and social development:

### **SI849: Global Sustainability**

This case-based course introduces students to conceptual tools and frameworks that allow them to think systematically about environmental changes that restructure companies, industries, and countries, preparing them to deal with those changes. The course explores political, economic, technological, and social change, as well as natural disasters and political risk. Students will map the flow of events and experiences that shape political or business leaders' attitudes and will be introduced to the analyses of countries, systems, trends, stakeholders, scenario developments, cross-impact, and payoff assessments. They will assess probable shifts in stakeholder power within the industry or country and suggest potentially successful leadership and change strategies.

### **SI870: Government, Society & Sustainable Development**

Government, Society and Sustainable Development is broad and far-reaching course in scope and topics. After an introduction to the concepts of the limits-to-growth and global sustainability challenges resulting from population growth, resource scarcity, environmental degradation and climate change students dive deep into the cultural, societal and economic development issues of globalization, study the implications of globalization on the current social and economic development of nations/regions/industries and explore new development models (for-profit and non-profit entrepreneurship) for sustainable development at the international, national, and sub-national levels. This Course replaces Government, Society and the New Entrepreneur. The Course has three major themes:

- The first major theme of the course is a series of country cases that explore the cultural, social, political and economic context in which business enterprise has historically been conducted.
- The second major theme of the course overlays the international institutions that emerged from Bretton Woods; the UN, GATT/WTO, the World Bank and the IMF, (the emerging World Environmental Organization, WEO) onto the country cases and explores emerging topics of international Intellectual Property Rights (IPR), Corporate Social Responsibility (CSR) and International Environmental Protection (IEP).
- The third major theme of the course explores the emergence of new models of sustainable development; contrasting bottom-ups collective action and entrepreneurship against classic aid-based models as a force for change and driver of sustainable development.

**IM852 Brazil Field Seminar**

This intensive ten day seminar will provide students with a broad understanding of the ways in which business strategies can create value at the base of the economic pyramid.\* Students will gain firsthand experience of how businesses, NGOs (nongovernmental organizations) and government are using models of social enterprise to address social and economic issues in the fields of health, education and the environment in the context of an emerging market—in this case, Brazil. This study program will include extensive site visits throughout the country to social enterprises, multi-national firms, NGO ventures and government organizations. Students will also hear from a wide variety of Latin American specialists in topic areas. A broad range of topics will be covered including: renewable energy, sustainable development, eco-tourism, new models for providing health and education services to underserved populations, social enterprise, micro-enterprise, corporate social responsibility and public/private partnerships. The course will consist of three pre-departure sessions focused on social enterprise, corporate social responsibility and emerging markets. Students are also expected to select an individual research track of interest for the duration of the seminar.

**PL862: Applied Ethics**

This case-based course introduces students to conceptual tools and frameworks that allow them to think systematically about environmental changes that restructure companies, industries, and countries, preparing them to deal with those changes. The course explores political, economic, technological, and social change, as well as natural disasters and political risk. Students will map the flow of events and experiences that shape political or business leaders' attitudes and will be introduced to the analyses of countries, systems, trends, stakeholders, scenario developments, cross-impact, and payoff assessments. They will assess probable shifts in stakeholder power within the industry or country and suggest potentially successful leadership and change strategies.

Other Electives: Managing Political Economic, Social & Technology & Country Risk, Corporate Governance, Accountability & Ethics, Marketing Social Change, Leading the Mission-Driven Organization, Clean Technology & Supply Chains, Strategic Analysis of Sustainable Ventures

### **PRINCIPLE 3: METHOD**

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

### **INDUSTRY FOCUS & DEGREE PROGRAMS**

#### **Social Enterprise & Sustainability**

At the School of Management, we are forward-looking and translate this into preparing students for key leadership skills and knowledge in dominant industries. Social Enterprise & Sustainability is one such industry of focus. This sector requires people trained in recognizing and acting upon multiple business and social opportunities, entrepreneurs who will create clean and profitable alternatives to fossil fuels, and leaders who will step into existing organizations and find ways to implement cleaner, more progressive processes. The MBA experience – from the curricula to the activities outside the classroom are aimed to facilitate greater understanding and deeper connections in this important business sector.

#### **Dual Degrees**

Many Graduate School of Management students also take advantage of opportunities to pursue dual degrees in conjunction with other schools at Boston University. A few are particularly relevant to responsible leadership and sustainability.

MBA/JD in Law & Health Care Management

MBA/MPH in Health Care Management

MBA/MPH in Global Health Management

### **CAREER & PROFESSIONAL DEVELOPMENT**

#### **Career Center**

The Boston University School of Management Feld Career Center provides students interested in careers with a social or environmental impact with specific counseling and career resources including:

- Career resource and industry guides for the following career paths: Corporate Social Responsibility, Health Sector, Public/Nonprofit, and Renewable Energy/Sustainability amongst others
- Career Fairs that include organizations that students interested in social or environmental impact may be interested in pursuing opportunities with including; Education Pioneers, Commongood Careers, Third Sector New England, and US Department of State
- Alumni networking events for students interested in careers with a social or environmental impact
- Representation at the National Net Impact Conference Career Fair
- Dedicated Employer Relations Manager by industry, including social, nonprofit & environmental careers
- SMG Connect, a relationship facilitation program that matches students and alumni for informational interviewing, job shadowing, career advice and mentoring

#### **Professional Skills**

Professional Skills are infused throughout the undergraduate and graduate programs through three primary components: Communications; Teaming, and Career Management. First, Communications focuses on both oral elements - including development of a presenter's delivery skills and message clarity - and writing elements - including how to exercise leadership through writing and understanding how strategies of written communication are an essential aspect of effective management. Second, Teaming supports student work on teams while also assessing the dynamics by which teams form, develop, change, achieve

success and transform or disband. Third, Career Management assists students in transforming personal interests into professional goals, and these goals into a candidate-driven internship and job search through a set of complementary resources and activities. Each of the three professional skills elements are integrated within, and delivered alongside, the undergraduate curriculum and integrated modular MBA core experience. These highly personalized Professional Skills curricula ensure that students are consistently developing their career aspirations and skills throughout their time at the School.

#### **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.***

Boston University School of Management supports the academic research and knowledge development in areas of corporate responsibility and sustainability. Faculty have published articles and books on topics such as cause marketing, corporate social responsibility, charity advertising, social purpose businesses, ethics and corporate strategy, green building, educational leadership, health care, the role of nongovernmental organizations, and bottom of the pyramid issues. Leading faculty on social and sustainability issues include Kristen McCormack (social impact management), Paul McManus (social entrepreneurship), James Post (corporate governance and ethics), David Weil (transparency and the role of government in business), Nalin Kulatilaka (clean energy), Nitin Joglekar (clean energy), Ned Rimer (nonprofit management), Remi Trudel (sustainable decision-making), and Kabrina Chang (business law & ethics).

Highlights from recent faculty research relating to ethics, and the creation of sustainable social, environmental and economic value include:

**Chang, K.,** Kane, G., (2013). Walking the Legal Tightrope of Social Business. *MIT Sloan Management Review*

Sinan, E.S., **Joglekar, N.**, & Tanrisever, F. (2012). Operational hedging strategies to overcome financial constraints during clean technology startup and growth. In Z. Luo (ed.), *Advanced analytics for green and sustainable economic development: Supply chain models and financial* (pp. 112-131). IGI Global Press.

Zhang, J., **Joglekar, N.R.**, & Verma, R. (Forthcoming). Why multinational corporations still need to keep it local: Environment, operations, and ownership in the hospitality industry. In R. Henn & A. J. Hoffman (Eds.), *Constructing green: Sustainability and the places we inhabit*. Cambridge, MA: MIT Press.

Zhang, J., **Joglekar, N.R.**, & Verma, R. (2012). Exploring resource efficiency benchmarks for environmental sustainability in hotels. *Cornell Hospitality Quarterly*, 53(3), 229-241.

Zhang, J., **Joglekar, N.R.**, & Verma, R. (2012). Pushing the frontier of sustainable service operations: Evidence from the U.S. hospitality industry. *Journal of Service Management*, 23(3), 377–399.

Bugg-Levine, A., Kogut, B., & **Kulatilaka, N.** (2012). A new approach to funding social enterprises. *Harvard Business Review*, January/February, 118-123.

**Kulatilaka, N.**, & Zik, O. (2012). Sustainability babel fish. *Sustainability Science*, 6(1), 8.

**Post, J.** (2013). The United Nations Global Compact: A CSR milestone. *Business & Society*, 1(52), 53-63.

**Post, J.** (2012). Business, society and the environment. In P. Bansal & A.J. Hoffman (Eds.), *Oxford University handbook of business and the natural environment* (pp. 537-555). London, UK: Oxford University Press.

**Post, J., & Wilson, F.** (2012). ShoreBank: Let's change the world. In H. Spitzack, M. Pirson & C. Dierksmeier (Eds.), *Banking with integrity: The winners of the financial crisis* (pp. 141-157). New York: Palgrave Macmillan.

**Post, J. E.** (Forthcoming). History of corporate social responsibility. In *Wiley encyclopedia of management* (Vol. 3W). London, UK: Wiley-Blackwell

Wilson, F., & **Post, J. E.** (2013). Business models for people, planet, profits: Exploring the phenomenon of social business, a market-based approach to social value creation. *Small Business Economics*, 3(40), 715-737.

Wilson, F., **Post, J. E.**, Grzywinski, R., & Houghton, M. (Forthcoming). Social investment and innovation: The ShoreBank experience. In T. Hebb & C. Louche (Eds.), *SRI in the 21st century: Does it make a difference to society*. Sheffield, UK: Greenleaf Publishing.

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## RESEARCH CENTERS

Our research centers facilitate innovation through research, forums, and ongoing relationships with businesses around the globe. The dynamic research that happens at each of these centers helps ground the School's curriculum in reality while keeping students and faculty at innovation's edge. The following are research centers engaging in work pertinent to social responsibility and sustainability:

**The Harry Susilo Institute for Ethics in a Global Economy:** The School of Management was pleased to announce in 2014 the creation of The Harry Susilo Institute for Ethics in a Global Economy at the School of Management. This new institute will promote dialogue and debate around these issues through scholarly work in global ethics and by teaching cross-cultural business practices that focus on ethics in Western and Eastern cultures. Seeking to be a role model and focal point for conversations around global ethics, the Institute will develop teaching cases conveying lessons from both Western and Eastern ethical frameworks. Carrying out this mission calls for collaboration between SMG faculty and faculty from research centers at universities across Asia, which Mr. Susilo and his advisors will help facilitate. In addition to providing research funding, the Susilo endowment will support the institute director—a world-class scholar in business ethics, to be named when the institute is formally established—and an annual Harry Susilo Institute Symposium for the Study of Ethics. It is anticipated that this symposium will be held in Boston and Asia in alternating years.

**Health Policy Institute (HPI):** HPI brings together scholars and health professionals to illuminate our understanding of health policy issues and develop and analyze strategic policy options for improving health care.

**Institute for Global Work (IGW):** IGW is an influential driver of research and thought leadership—one that shapes and guides leading-edge practices for global business processes. With a mandate to foster partnership between industry and academia, the institute works collaboratively with member companies, worldwide academic bodies, and think-tanks to generate compelling research that motivates managers to think and work differently on a global scale.

**Institute for Nonprofit Management & Leadership (INML):** is committed to building a strong network of nonprofit leaders in the Boston area. Our certificate programs, board leadership seminars, and alumni events provide opportunities for today's nonprofit leaders to strengthen their careers and their organizations and to work toward the common goal of effective organizations through dynamic leadership across the sector. INML is dedicated to diversity and social justice. The Institute prides itself on collaboration and community building among a great variety of nonprofits. INML offers certificate and fellows programs, and launched a new community leadership program in Lowell, MA in fall 2014.

## **PRINCIPLE 5: PARTNERSHIP**

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

### **BOSTON UNIVERSITY SUSTAINABILITY COMMITTEE**

The Boston University Sustainability Committee is charged with advising the University leadership on matters pertaining to the campus environment and sustainability. The mission of the Committee has three central goals:

- Advance sustainable practices on campus to make sustainability integral to the fabric of Boston University
- Engage the campus in an ongoing dialogue about sustainability and enhance communications across all segments of the community
- Instill a culture of sustainable long-term planning and forward-thinking

The committee's four working groups focus on recycling and waste management, energy, green building, and communications and outreach. A School of Management professor is part of the Sustainability Committee and chairs the green building sub-committee. Since the committee's establishment in 2008, BU has accomplished the following:

- BU became the first higher education institution in the country to achieve the STARS recognition three times from AASHE
- Progress made: energy efficiency, greenhouse gas reduction, LEED certification, green building standards and greater campus community engagement
- 5-Year plan to reduce energy consumption by 10% by 2017 is currently under way
- Establishment of a Minor in Sustainable Energy (School of Management/Engineering/College of Arts and Sciences)
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### **BOSTON UNIVERSITY CLEAN ENERGY & ENVIRONMENTAL SUSTAINABILITY INITIATIVE**

Boston University's Clean Energy and Environmental Sustainability Initiative (CEESI) was established to engage university resources to help prepare for a world where increasing demand for energy resources must be balanced with environmental, economic, and social sustainability. Boston University's approach is interdisciplinary, with CEESI coordinating a university-wide vision for research and academic programs as they relate to this grand challenge. CEESI is coordinated by a steering committee comprised of faculty and staff from the Colleges of Arts & Sciences, Engineering, and School of Management. It is responsible for new education and research programs in energy-related areas, the Presidential Lecture Series and other events, coordination with campus-wide activities, general operating policy, communications, and related matters affecting Boston University's Clean Energy and Environmental Sustainability Initiative. This interdisciplinary committee provides direction for effectively implementing CEESI's strategy, program creation and sustainability initiatives.

One CEESI initiative is the Sustainable Neighborhood Lab (SNL), a new model for research, innovation, and education focused on enhancing urban sustainability and quality of life. SNL projects are faculty collaborations with partners to research and explore science, innovation and the development and adoption of sustainable technologies in urban neighborhoods, including the BU campus. Project areas include: Energy and Buildings, Urban Environment, Urban Land Use, and Urban Infrastructure.

## GRADUATE SCHOLARSHIPS

### City Year Scholarship

The Boston University School of Management has partnered with City Year to sponsor a minimum of three scholarships to our Two-Year Public & Nonprofit Program for City Year alumni and staff members who have at least one year of service and/or City Year staff members who have been employed for at least two years. The School of Management feels that there is a the rich perspective City Year alumni and staff bring to their educational experience and this experience will add to our PNP program, focused on addressing society's most challenging humanitarian and social problems in the global economy. This partnership will provide a minimum \$25,000 Scholarship towards the Two-Year Public & Nonprofit MBA. For full-time students, the minimum award amount will be \$12,500 per year and renewable for a second year.

### Education Pioneers Scholarship

The Boston University School of Management has create created a flagship partnership with Education Pioneers to sponsor a minimum of three scholarships to our Two-Year Public and Nonprofit MBA Program for Education Pioneers alumni and staff members who have at least one year of service and/or Education Pioneers staff members who have been employed for at least two years. The School of Management feels that there is a the unique perspective Education Pioneers alumni and staff bring to their educational experience and this experience will add to our PNP program, focused on addressing society's most challenging humanitarian and social problems in the global economy. For eligible students, the minimum award amount will be \$10,000 per year, renewable for a second year. minimum \$25,000 Scholarship towards the Two-Year Public & Nonprofit MBA. For full-time students, the minimum award amount will be \$12,500 per year and renewable for a second year.

### Principle 6: Dialogue

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

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students. The School of Management and Boston University as a whole facilitates and supports dialogue and debate on critical issues related to global social responsibility and sustainability. Highlights of advancements in the past year include:

### HARRY SUSILO INSTITUTE FOR ETHICS IN A GLOBAL ECONOMY

In Spring 2014, the School of Management received its first permanently endowed institute: The Harry Susilo Institute for Ethics in a Global Economy (IEGE) through an endowment in perpetuity by Indonesian businessman Harry Susilo, will promote dialogue and debate through scholarly work in global ethics and by teaching cross-cultural business practices that focus on ethics in both Western and Eastern cultures. With the goal of being a role model and a focal point for conversations around global ethics, the institute will develop teaching cases conveying lessons from both Western and Eastern ethical frameworks.

### CONVERSATIONS WITH KEN (DEAN'S SPEAKER SERIES)

The School of Management plays host to prominent business leaders as part of the School's Dean's Speaker Series. Hailing from a diversity of backgrounds, these speakers share their personal experience and provide advice on how to become a successful leader. Many have incited deeper conversations on global social

responsibility and sustainability.

- Anjalit Singh, Founder & Chairman, Max India Limited: Health Care Reform in India
- S.H. Lee, Chairman, Homeplus: Future of Online Shopping & Importance of Corporate Social Responsibility
- Dr. Tom Garthwaite and John Franck, Hospital Corporation of America: Redefining Healthcare Through Responsible Leadership

#### **FREDERICK S. PARDEE CENTER FOR THE STUDY OF THE LONGER RANGE FUTURE**

The Frederick S. Pardee Center for the Study of the Longer-Range Future at Boston University conducts interdisciplinary and policy-relevant research on a wide range of issues that contribute to long-term improvements in the human condition. The Center seeks to disseminate the collective knowledge and experience of scholars and practitioners in an effort to ensure that decisions made today lead to better outcomes tomorrow. In 2014, it hosted a variety of panels and discussions to discuss relevant and timely topics.

- Sea Level Rise & the Future of Coastal Cities
- Human-Induced Changes on Ecosystems in Cambodia
- Impacts of Urbanization in Asia
- Energy Efficiency in Urban Housing
- How Climate Change Alters Development Prospects
- Higher Education & Innovation in Emerging Economies

#### **COMMITMENT TO PRME**

Boston University School of Management is committed to supporting the further implementation of corporate responsibility and sustainability into all aspects of programming. Moving forward, the School of Management will focus immediately on three primary areas: Research, Teaching, and Program Development. New efforts to drive research and teaching will be driven by the new Susilo Institute, with the goal of Boston University becoming a leader to promote the study of business ethics to serve as the compass for future commerce. Program development will continue as the School formalizes new concentrations and program opportunities in areas including health, sustainability, and business ethics. Each of these efforts will help us to collectively find new ways to further deepen social responsibility and sustainability into the fabric of our institution.