Clark University’s Graduate School of Management is committed to the PRME principles, and to continually improving our efforts to educate leaders for a complex, global, and fragile world. Clark University and GSOM have promoted community engagement and social responsibility for many years. Clark’s motto of “Challenge Convention. Change our World” is far from a marketing tagline — our students and faculty take the phrase to heart, showing through their actions what it means to them. Readers of this report will see examples of student and faculty initiatives and thought leadership that demonstrate our legitimate claim to membership in the community of PRME signatories.

Specific activities this past year that we are proud to share with the public and our fellow educational institutions include the launch of a sustainability concentration in the MBA program with a supporting network of mentors, a student-initiated Summit on the New Economy, a faculty-led initiative to bring a Sustainable Business Leaders Program to Vietnam, and faculty research on green supply-chain management.

The Graduate School of Management is able to leverage its own resources by building on the many activities that take place on the broader campus. Clark University is a rich environment for cultivating responsible management principles in our undergraduate management majors, MBAs and MSF students. From the Clark Sustainability Collaborative to capstone projects for the dual degree students in Environmental Science and Policy and Community Development and Planning, there are many ways that we walk the walk. GSOM graduates have ample opportunities to build the capacities to become the future leaders who will ensure the long-term viability of our enterprises and our environment.

We appreciate this opportunity to reflect on what we have done lately to uphold and reinforce the PRME principles and how we can continue to improve the way we prepare tomorrow’s managers.

Catherine Usoff
Dean, Graduate School of Management
UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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.

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.

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

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.

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.

6. DIALOGUE
We will facilitate and support dialogue 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.
Founded in 1887, Clark University is a small, private, liberal arts-based research university committed to scholarship and inquiry that addresses social and human imperatives on a global basis. Clark University’s mission is to educate undergraduate and graduate students to be imaginative and contributing citizens of the world, and to advance the frontiers of knowledge and understanding through rigorous scholarship and creative effort. The University seeks to prepare students to meet the challenges of a complex and rapidly changing society.

One of 13 colleges and universities in Worcester, Massachusetts, Clark stands out for its commitment to engagement both locally and globally, through service, activism and research. Clark’s status as a small research university, its urban location, and its tradition of community partnerships place Clark faculty and students in an ideal position to breathe life into the University’s motto, “Challenge Convention. Change Our World.”

Clark demonstrates its commitment to addressing pressing societal problems in numerous ways. Examples include student engagement in the community, the University Park Partnership, and sustainability research and initiatives.

COMMUNITY ENGAGEMENT

Clark students are actively engaged in the community. Community-based learning and research courses permeate the curriculum. These high-impact educational opportunities offer undergraduate and graduate students the opportunity to combine real-world experience with classroom theory. Moreover, 53 percent of Clark students volunteer in the community. That outstanding percentage illustrates the connections and commitment that Clark students have to local organizations. The Community Engagement and Volunteering (CEV) Center is the primary campus resource for students interested in volunteering. There are also more than 20 student groups that are community service based, from Clark University Brothers and Sisters to DALE, which organizes an Alternative Spring Break trip to Nicaragua each year.

UNIVERSITY PARK PARTNERSHIP — A NATIONAL MODEL FOR NEIGHBORHOOD REVITALIZATION

The result of long-standing collaboration between Clark University and its surrounding community, the University Park Partnership (UPP) is a broad, grassroots collaboration that involves neighborhood residents and organizations, local churches, government officials, the business community and public schools. These groups are organized around the Main South Community Development Corporation, the neighborhood’s development organization and a key component of UPP.

Clark has played a leadership role in the community since 1985 and has been a primary partner in UPP since 1995. The University’s interest in UPP is rooted in its responsibility to its neighborhood and also in its long-standing tradition of applying teaching and learning to real-world problems. For example, Clark students and faculty conduct research for UPP organizations, such as the Main South Community Development Corporation. They teach in neighborhood schools and serve as mentors to the children of Main South. In addition, many Clark faculty and staff, including Clark’s president, are neighborhood residents.
One key initiative of the UPP is the University Park Campus School for students in grades 7-12. In September 2011, President Barack Obama cited the success of the University Park Campus School. The president noted that University Park Principal Ricci W. Hall was in the audience in the East Room of the White House and said, “Every single student who graduated from Ricci’s school in the last three years went to college. Every single one. His school ranks in the top quarter of all schools in Massachusetts, and as you know, Massachusetts schools rank very high among the 50 states.”

SUSTAINABILITY RESEARCH AND INITIATIVES
We recognize that the global community rightly looks to universities to provide leadership in addressing new and difficult environmental challenges. Building on the University’s core mission of research, teaching and learning, Clark faculty and students have pioneered research on natural hazards and risk, land use change, pollution control, climate mapping and many other environmental issues.

An important aspect of leadership is monitoring our own impact and exploring ways in which we can enhance the environmental sustainability of the Clark campus as a model of active learning and demonstration. The Clark University Sustainability Task Force, which consists of faculty, staff, and students, has been instrumental in leading sustainability efforts on campus. The task force promotes environmental sustainability at Clark by increasing awareness of issues on campus, researching the environmental impact of university activities and offering recommendations for improvement, and coordinating environmental sustainability initiatives on campus.

Some recent efforts have included establishing a cogeneration plant, recycling and composting programs, a student-run campus thrift store, green cleaning and building policies, Student Sustainability Fund projects to reduce the campus’ operational impact, and an ever-evolving range of sustainability initiatives and programming. By constructing LEED-certified buildings such as the Lasry Center for Bioscience, the University reaffirms that environmental responsibility is a global priority and a healthy environment is essential for learning and working.

Clark University was a charter signatory of the American College and University Presidents’ Climate Commitment in June 2007. The University released its Climate Action Plan on Dec. 15, 2009, detailing strategies for reducing its carbon footprint and strengthening many of its existing sustainability practices. The plan sets two goals with respect to climate neutrality: The first is an interim goal of reducing emissions to 20 percent below 2005 levels by 2015; the second goal is to achieve climate neutrality (net zero greenhouse gas emissions) by 2030.

Our environmental strategy draws on Clark’s excellence as a research university and upon the engagement, creativity and leadership of students, staff, faculty and all other members of our community. Clark University is on track to meet—and exceed its interim goal of a 20 percent reduction below 2005 emissions levels by 2015, and therefore closer to the ultimate goal of climate neutrality.
The Graduate School of Management (GSOM) was established in 1982 and has been accredited by the Association to Advance Collegiate Schools of Business (AACSB International) since 1986. Our mission is to engage in consequential research and practice to prepare responsible leaders who apply critical thinking and multiple perspectives to local and global issues.

GSOM is an integral part of the University, and our programs and research reflect Clark’s focus on pressing social, economic, and environmental issues. Whether researching alternative energy sources, improving labor practices in developing countries, or forming unique academic collaborations, our faculty and students continually develop new ways of thinking and acting that have a positive impact on the lives, and livelihoods, of people throughout the world.

GSOM became a signatory to PRME in March 2011. Despite our relatively new membership, we are certainly not a newcomer to activities that fulfill the Principles for Responsible Management Education.

### IN THIS REPORT

We describe all that we are doing to reinforce the Principles for Responsible Management Education at GSOM. We first discuss our graduate and undergraduate degree programs. For each program, we describe the degrees offered, curriculum, experiential learning opportunities and student organizations. We then present information about faculty research, and engagement with the business community. Finally, we discuss ideas for further integrating PRME into our programs and initiatives.

### GRADUATE PROGRAMS

Currently, more than 400 students are enrolled in graduate degree programs at GSOM. These include full-time and part-time students from 20 different countries. We offer a Master of Science in Finance, Master of Business Administration, Master of Science in Accounting, and several specialized graduate degree programs that focus specifically on increasing the ability of our students to address pressing social, economic, and environmental issues. Descriptions of each of our graduate degree programs are provided below. We then describe scholarship opportunities, courses, experiential learning opportunities, and student activities that are aligned with PRME.

### DEGREES OFFERED

#### Master of Science in Finance

GSOM’s Master of Science in Finance (MSF) program is an intensive degree program that addresses the five different branches of applied finance: corporate finance, securities markets, derivatives markets, statistical tools, and global finance. Students are well-prepared for career advancement in the financial industry, whether it is in corporate finance, investments, or with a financial institution. Students accrue knowledge through their MSF coursework that readies them for the examinations required to be a Certified Financial Analyst or a Certified Alternative Investment Analyst. The globally focused MSF curriculum reflects today’s ever-changing business landscape, and our faculty bring research expertise and worldly experience to the classroom. The MSF curriculum addresses topics related to responsible management, such as ethical issues in investments, carbon credit markets, financial aspects of investing in green spaces, and more.

Chelsea Wang is earning an MS in Finance and has taken full advantage of Clark’s Sustainability Management courses, including Sustainability Consulting Projects, Energy Management and Sustainability Marketing. During the summer of 2012, Chelsea worked as an intern for the Energy Development Center (EDEC) in Ho Chi Minh City, where she trained the staff on sustainable practices and was instrumental in EDEC becoming a certified Sustainable Business Leader.

#### Master of Science in Accounting

A Master of Science in Accounting (MSA) degree from Clark readies students for careers in public accounting and financial management, fields where employers are increasingly seeking individuals with advanced accounting degrees and CPA certification. As countries throughout the world work to create a single accounting standard, Clark is committed to instilling strong ethical business practices to ensure that accounting rules and regulations are completely understood and strictly adhered to across countries and jurisdictions. Clark MSA students graduate fully prepared to take on increasingly complex responsibilities in today’s global economy.
**Master of Business Administration**

The Clark Master of Business Administration (MBA) program, offering concentrations in accounting, finance, global business, information systems, management, marketing, social change, and sustainability, allows students to accrue knowledge in all major business functions, as well as essential “soft” skills such as strategic decision-making, leadership, and communication. The traditional MBA includes many courses that cover issues related to responsible management, including globalization, corporate social responsibility, environmental sustainability, and ethics.

**MBA in Social Change**

Recently named by Entrepreneur magazine and The Princeton Review as one of the top 16 schools for “green business” degrees, Clark gives its students the opportunity to earn an MBA in Social Change, with specializations like social entrepreneurship, community development and international development. Through a new collaboration with Clark's International Development, Community, and Environment (IDCE) Department, students earning an MBA in Social Change learn to apply modern technologies and analytical techniques from the fields of community development, international development and social change to work in corporations, government agencies or nongovernmental organizations.

**MBA in Sustainability**

Students earning an MBA with a concentration in Sustainability learn about environmental sustainability as a key element of business strategy. The concentration covers environmental sustainability issues, challenges, and opportunities, as well as environmental management systems. Students will be prepared for work in a corporation, government agency, or nonprofit organization. The program was announced by GSOM in March 2012; students began to select the new concentration and enroll in the Sustainability Management courses during the fall 2012 semester. As part of the concentration, students can work individually with mentors—i.e., executives or consultants in the fields of Sustainability and Energy Management.

**MBA in Global Business**

Clark’s Global Business concentration is designed to prepare students to successfully compete in the global marketplace. The program presents fundamental concepts and seeks to give students an understanding of the business environment in countries other than the United States. While at Clark, students gain hands-on experience by working in cross-cultural teams, learning from a diverse faculty, and investigating business practices from across the globe.

**MBA/MSF**

Clark’s Dual MBA/MSF degree is designed for students interested in gaining an in-depth understanding of finance and its applications while establishing a broad foundation in global business theory and practice. The degree combines the core curriculums of both programs, pairing intensive knowledge in the classroom with project experience in the field.

**MBA/MS in Environmental Science and Policy**

The MBA/MS in Environmental Science and Policy (ES&P) combines MBA requirements with advanced coursework in the International Development, Community, and Environment Department. This program covers topics such as environmental science, sustainable production and development, urban ecology, negotiation and mediation, and quantitative modeling. ES&P students develop an understanding of and ability to tackle complex environmental issues. The program focuses on three signature areas: Environment and Human Health; Climate, Energy and Sustainability; and Environmental Management and Policy.
MBA/MA in Community Development and Planning
The Dual MBA/MA in Community, Development and Planning (CDP) combines MBA requirements with CDP coursework in the International Development, Community and Environment Department. The master’s in CDP teaches students to meet the challenges of urban revitalization in the United States, and helps them to comprehend the social, economic, and political forces that shape communities. Combined with the MBA coursework, students are prepared for leadership in a broad range of fields, including nonprofit operations and management, civil service, consulting, entrepreneurship and education.

Management Fellows Program
Graduates of the MBA program are able to expand their expertise in business with the Management Fellows program, a post-MBA certificate. As Fellows, alumni can advance their competence in any one of the areas offered as MBA concentrations, including social change and sustainability. This allows graduates to deepen their knowledge of social and environmental issues.

SCHOLARSHIPS
In order to attract applicants of various backgrounds and enrich the classroom experiences of students in our degree programs, GSOM offers financial aid opportunities for students associated with organizations dedicated to improving the well-being of others. These include:
- Scholarship awards that match those given by AmeriCorps
- Fellowship awards of at least a 50 percent scholarship and special internship opportunities to returning Peace Corps volunteers
- One merit award per year to a City Year corps member, alumni or staff member
- National Society of Hispanic MBA/Clark University GSOM Scholarship, which covers partial to full tuition for a student with either Hispanic heritage or a demonstrated commitment to the Hispanic community.

COURSES
Responsible management is an integral part of the MSF, MBA, MSA, MBA/MA, and MBA/MS degree programs here at GSOM. The social, economic, and/or environmental implications of management actions are considered in both required and elective courses. Several MSF courses cover aspects of corporate social responsibility. Business ethics is stressed in the MSF courses, particularly responsibility to customers and other constituencies, and the role of fiduciaries in investment practices. Social and environmental issues also receive attention (e.g., the market for agricultural commodities and the social/environmental impact of agriculture, the pros and cons of institutional investment in farmland, the corporate finance aspects of renewable energy projects, the market for carbon credits). Courses such as Cases in Corporate Finance, Introduction to Investment Analysis, Case Studies in Derivatives, Investment Strategies, and Advanced Derivatives include these concepts. MSF students may also gain exposure to corporate social responsibility by taking MBA core courses and electives.

In the MBA curriculum, the required courses cover a wide range of topics related to responsible management (e.g., GAAP, understanding and managing cultural differences, ethical decision-making, stakeholder management, international trade theories). Required courses that specifically include such content are Creating Effective Organizations — Strategic Decision-Making, Creating Effective Organizations — Leadership, International Business, Business in Society, Management Economics, Foundations of Accounting, Management Information Systems, Business Law, Financial Management, and Operations Management. MBA students can choose from a large number of electives that either focus specifically on aspects of responsible management or incorporate such issues into the course content. These courses cover topics such as costing nonprofit services, ethical decision-making in investing, effective responses to ecological pressures faced by organizations, the triple bottom line, venture philanthropy, sustainability-driven consumption trends, expatriate management, the glass ceiling, executive compensation, international technology transfers, copyrights and trade secrets, and white collar crimes. The following electives specifically include content related to responsible management: Government and Nonprofit Accounting, Investment Strategies, Investment Fund, Investment Market Readings, Mergers and Acquisitions, Energy Management, Green Supply Chain Management, Greening the Corporation, Eco-Entrepreneurship, Social Entrepreneurship, Sustainability Consulting Projects, Sustainability and Corporate Strategy, Sustainability Marketing, Cross Cultural Management, Leading Change, Management Consulting Projects, Leadership and Decision-Making, Women in Management, Global Business Seminar, Doing Business in Northern Europe, Diversity in the Workplace, Human Resources Management, Union Management Relations, International Labor Relations, Collective Bargaining, Legal Aspects of Corporate Finance, International Transactions, and Corporate Intellectual Property.
In addition to the electives offered within GSOM, students may take elective courses in the International Development, Community, and Environment Department. Included in these courses are topics such as the politics of nutrition guidelines, genetically modified organisms, effects of intervention, conceptualizations of conflict management, command-and-control systems, energy technology innovation, public and private funding sources for grants, financial intermediation, political and social struggles for reproductive health, labor displacement and replacement, human capital attributes, identifying financial feasibility gaps in public-spirited projects, and how to start and operate a nonprofit organization.

The following elective courses within IDCE include social responsibility content that directly connects to the MBA, MBA/MA, or MBA/MS degrees: Microfinance, Community Development Finance, Development Economics, Economic Fundamentals for International Development, Community Needs and Resource Analysis, Introduction to GIS, Environmental and Social Epidemiology, Food Production, Environment & Health, Climate Change, Energy, and Development, Strategies for Community Organizing, Nonprofit Management, Development Programs and Project Management, Gender and Health, Globalization, Immigration and Workforce Development, Principles of Conflict Negotiation, Grant Writing, and U.S. Environmental Pollution Policy.

**Experiential Learning Opportunities**

GSOM graduate students are provided numerous experiential learning opportunities to apply their knowledge and skills to the world around them. These include courses where students conduct an in-depth study of a local company, travel to another country to understand the economic situation outside of the U.S., or complete internships where they provide management advice to emerging or growing companies.

A number of graduate courses provide in-depth experiential learning experiences that reinforce the importance of responsible leadership, including:

- **Global Business Seminar (GBS):** In this course, students spend the semester studying the business environment of a specific country. Past GBS locations have included Greece, France, Germany, China, and Brazil. Current global business events are examined in light of management theories as well as the country’s economic and political policies and its social, cultural, and historical context. At the end of the semester, students travel to that country to visit foreign and national firms and experience the conditions studied first-hand.

- **Sustainability Consulting Projects:** In this course, groups of students work with small businesses, nonprofits, or local communities to develop a plan of action for improving energy efficiency, reducing operating costs and helping the organization become more environmentally sustainable. This includes a final presentation to the stakeholders to lay out the plan and discuss recommendations. Typical areas of focus in the plan include: energy conservation, fostering sustainable behavior, supply-chain management, green IT, transportation, performance measurement and sustainability reporting.

- **Management Consulting Projects:** This course provides students with an opportunity to work as consultants operating in a real-time environment. The course is run as a professional consulting firm with the professors serving as the firm’s managing partners. Student groups meet with the owners or managers of small businesses who are looking to improve any number of elements within their organization. After thoroughly studying the business practices of the organization, students make recommendations for improvement that are dependent on both what the management feels it needs and what the students notice as current or potential issues. The focus on corporate social responsibility issues depends on the nature of the project.

**BRIAN MONTEVERD** is an MBA/MA student. Brian notes, “During my time at Clark University I have been researching alternative local food distribution systems that will enable small- to mid-sized farms to increase production and provide economic benefit to their local communities. I have been able to use the knowledge gained from my studies to work with The Local Root, which is a student-run venture with a mission to provide fresh, healthy produce to the Clark community. For the past several months we have been providing a weekly farm stand and delivery service for students, faculty, and staff. I am also working with the Regional Environmental Council’s farmers’ market program to build a connection between the vendors and local buyers here in Worcester. This program improves access to produce for low-income neighborhoods that do not otherwise have means to purchase healthy foods.”
(Experiential Learning Opportunities continued)

- **Dual Degree Capstone**: The final requirement for a dual degree (MBA/MA or MBA/MS) calls for students to integrate what they have learned in each of their masters programs, and it is intended to be the culmination of the GSOM and IDCE combined educational experience. The course addresses the topics of consulting, business planning, issues related to integration across disciplines and sectors, and professional skill development. Students can do a consulting assignment in an organization of their choice, or they can write a business plan for starting an entrepreneurial endeavor of their own.

  - **MELISSA JOYCE** (right) is an MBA/MS student. Melissa notes, “I worked with Sodexo at Clark University as a consultant as I completed my dual degree capstone, which was a case study of the existing organics management program at Clark’s dining operations. Organics management refers to composting rather than disposing of food waste. In my research, I discovered that significant financial and intangible benefits arose from composting and that these benefits have the potential to positively impact business across Sodexo’s food service operations, particularly in light of organic waste bans scheduled to be issued by the Massachusetts Department of Environmental Protection in July of 2014. The case study will be helpful to not only to Heather Vaillette (left), General Manager with Sodexo at Clark University, but to others looking to Clark as an example of success.”

- **Doing Business in Northern Europe**: The creation of the European Union created a wide range of entrepreneurial opportunities. The aim of this course is to give students the opportunity to learn about the country profiles and business environments in Northern Europe. Students acquire practical skills by working on a business development project or entrepreneurial strategy for a local company while attending classes in Sweden.

- **American Language and Culture courses**: These non-credit courses create an environment for international students to adapt to the culture of the United States. GSOM recognizes that people from other cultures often need assistance when entering a society different from their own, and these courses do anything from helping ESL students with their business-writing skills to teaching them the nuances of American conversations. Courses include Business English as a Second Language, Writing Skills Workshop, American Culture, and Conversation Group.

GSOM graduate students also have other opportunities for experiences that reinforce the importance of socially responsible management. These include:

- **Exchange Programs**: The Graduate School of Management has partnered with several schools to bring the culture of other countries to Worcester. Through these agreements, students come each year from France, Sweden, and Germany. Our students are also able to study at several of the schools that these students come from; the most popular is the opportunity to learn at Linnaeus University in Sweden during the summer session, through the Doing Business in Northern Europe course.

- **MetroWest Chamber of Commerce College Initiative**: This program engages students as future business leaders. Students are selected to participate through a competitive process based upon academic standing, entrepreneurial skills and an interest in developing their business acumen and contacts. They are mentored by Chamber members who volunteer as coaches to assist their mentees in locating jobs within the region, developing soft skills and providing experiential learning to augment the students’ classroom work. The long-term goals of this initiative are to encourage business leaders of tomorrow to recognize the value of Chamber membership for their professional careers and to ensure they remain engaged within their respective communities as they continue their professional development.

- **Small Business Development Center**: In cooperation with the U.S. Small Business Administration and the State of Massachusetts, Clark University is home to the Massachusetts Small Business Development Center (SBDC) Network Central Regional Office. The SBDC “provide[s] free and confidential one-to-one management advice and technical assistance to prospective and existing small businesses. All programs are offered to the public on a non-discriminatory basis.” Visit clarku.edu/offices/sbdc for more information. GSOM students often assist small business owners through this center, providing guidance using the skills they learn in the classroom. This promotes economic development within the communities of Central Massachusetts.
• **MLKJ Business Empowerment Center Collaboration:** On Martin Luther King Jr. Day in 2010, the MLK Jr. Business Empowerment Center and the Graduate School of Management established a partnership where selected GSOM students work as business development consultants to serve the needs of underserved communities in Worcester. Each year, numerous students complete their internship requirements through the center while providing assistance to business owners throughout the city.

• **Sustainability Executive Mentors Program:** This program matches students with executives working in sustainability at corporations such as EMC and UMass Medical School. The executives serve as mentors and coaches for the students and help them prepare for careers in sustainability and/or energy management.

• **Worcester Sustainable Business Leader Program:** Clark University partnered with the Sustainable Business Network (SBN) of Massachusetts to establish the Worcester Sustainable Business Leadership Program (WSBLP) in 2011. A member of the GSOM faculty and SBN board member, Will O’Brien, serves pro bono as the director of WSBLP. The program works with small business owners and managers in Central Massachusetts to provide them with tools and strategies for making their organizations more sustainable. Customized, actionable plans are delivered to help reduce their operating costs, improve their business practices and reduce their environmental footprints. WSBLP also supports the businesses during implementation of the plans. From 2011 to 2012, 10 businesses have been certified as Sustainable Business Leaders. Additional information is available at sustainablebusinessleader.org.

• **Vietnam and the Energy Development Center:** EDEC is a non-profit organization in Ho Chi Minh City, which is located in southern Vietnam. EDEC’s mission is to raise the awareness of the people and government concerning the need for renewable energy. Based on a partnership with EDEC established by GSOM faculty member Will O’Brien in 2011, staff from the Sustainable Business Network of Massachusetts trained the EDEC staff on the Sustainable Business Leader Program in 2012. Following this, Chelsea Wang, MSF ’13, who is from Xiamen, China, worked as an intern at EDEC to help plan and implement the Vietnamese version of SBLP. Chelsea trained EDEC’s staff so that the organization could adopt sustainable practices internally and help companies throughout Vietnam become environmentally sustainable. Additional information regarding EDEC is available at edec.org.vn.

To assist businesses in northern Vietnam, O’Brien, working with Economics major Ruby Bui ’13, conducted a Green Business Seminar in Hanoi in June 2012. Forty-five business executives attended the event, which was sponsored by the Vietnam Ministry of Natural Resources and Environment and Duc Viet Environmental Technologies Ltd. (ducvietco.com.vn). The seminar focused on practical changes that can be made to reduce costs and limit the environmental footprint of business operations. Topics included: energy efficiency, water conservation, waste reduction and fostering sustainable behavior.

• **Clark Community Thrift Store:** GSOM graduate students are actively involved as consultants to the campus thrift store. They coach, mentor, and provide technical assistance to the undergraduates who are managing the store. They have provided advice on management, financial, marketing and strategic issues.

• **Internships:** During the 2012 calendar year, GSOM students participated in internships across the country and around the world. They worked for a variety of nonprofits, for-profits and governmental agencies, and focused on almost every discipline of corporate social responsibility, from global relationships at the United Nations to sustainable energy sources at the Massachusetts Clean Energy Center. Other placements included organizations such as the American Diabetes Association, GreenerU, African Community Education, and the Department of Environmental Protection.
EXTRACURRICULAR ACTIVITIES AND STUDENT GROUPS

GSOM Student Services has made it a goal to collaborate with other Clark graduate departments on various extracurricular activities. Student Services realizes the value gained by offering our students opportunities to interact with others who have diverse backgrounds and disciplinary perspectives (e.g., Public Administration, Environmental Science and Policy, and Psychology).

GSOM graduate students have established the following student organizations that reinforce the PRME principles.

- **Clark University Net Impact**: Clark University’s Net Impact Chapter is a student-led group comprising graduate students in GSOM and the International Development, Community, and Environment Department. Formed in spring 2010, Net Impact allows leaders to use their business skills and career interests in various fields to tackle the world’s toughest problems. Fields of interest include social entrepreneurship, nonprofit management, environmental sustainability, corporate social responsibility, impact investing, and international development. Students meet and learn from professionals; they use the power of business to create a more environmentally and socially responsible world.

In spring 2012, Clark University Net Impact hosted and coordinated the 4th Annual Clark University Green Run 5K, raising more than $700 for the Regional Environmental Council of Central Massachusetts. REC used the proceeds to continue its work in building healthy, sustainable and just communities in Worcester. Clark University Net Impact also organized a professional development activity called “Greening Your Resume,” where students learned how to make their resumes stand out in the sustainability field. Guest speakers included Christopher Fortunato, Dean of Students at the Harvard Kennedy School, who provided Net Impact members insight on starting a nonprofit organization and positioning themselves to advance their careers.

In fall 2012, Net Impact collaborated with IDCE Career Development to organize an Internship Panel highlighting student internship experiences. The chapter also participated in two volunteer opportunities where students had the opportunity to work at the Hadwen Arboretum, or learn about financial education and network with professionals at the Massachusetts Financial Education Collaborative. Additionally, five students of Clark University Net Impact attended the 2012 Net Impact Annual Conference in Baltimore, Md., and brought activities and lessons learned back to Clark University Net Impact members. Together, Clark University Net Impact members are making a positive impact on GSOM and the community of Worcester.

- **GSOM Finance Association**: GSOM Finance Association is a professional organization of financial executives, analysts, professors, and students who work around the world. F.A. is currently the largest finance organization at Clark University; it is devoted to bridging the gap between finance theory and practice. Professionals in the financial community speak at association meetings to give insights about their career fields and professional experiences. Each year, the association participates in a career field trip, such as the Federal Reserve Bank tour. The F.A. allows students to explore career opportunities, meet fellow classmates, and get more involved on campus.

In spring 2012, the GSOM Finance Association invited Xinyi Wan, Research Analyst at NorthStar Asset Management, Inc., to share her experience working for NorthStar, a company that has been on the cutting edge of socially responsible investing. NorthStar addresses executive compensation, predatory lending practices, environmental impact and social concerns.

- **Clark Women in Business**: Clark Women in Business encourages the development of female students as leaders and professionals. The group promotes individual growth and goal achievement, and helps women reach out to each other to create strong support networks. The student group was started in fall 2006 with membership consisting of GSOM graduate students. The group is recognized as a chapter of the National Association of Women MBAs, which has student and professional chapters across the country.

UNDERGRADUATE PROGRAMS

Clark’s tradition of challenging convention and changing the world is evident in our undergraduate management programs, which are an integral part of GSOM. We nurture innovative and socially responsible entrepreneurs and industry leaders. Management students are exposed to all functional areas of business, while developing the critical thinking and communication skills that are vital to the success of today’s managers. GSOM undergraduate offerings include a major and minor in management. Undergraduates may also pursue a minor in Innovation and Entrepreneurship. They are also eligible to apply for the Accelerated Degree Programs. Coverage of issues related to responsible management is integrated into all of these programs.

In the section we describe the programs of study open to undergraduates at the school of management. We then discuss scholarship opportunities, courses, learning opportunities, and student activities that are aligned with PRME.
ABOUT THE CLARK UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT

PROGRAMS OF STUDY

Undergraduate Management Major and Minor
The Management major is a preprofessional program that consists of prerequisite courses, lower- and upper-level required management courses, and upper-level elective management courses. The Management minor is offered to students with a primary interest in liberal arts, but who also want exposure to business-related topics. The curriculum for the minor includes one required course and a combination of lower- and upper-level management electives.

Although all undergraduate students at Clark are required to take courses that introduce them to a variety of disciplinary perspectives on problem solving, the Management major and minor offer through the Graduate School of Management go a step further to challenge students to examine management dilemmas and decisions from all angles. Students are encouraged to consider not only the financial bottom line, but also factors such as employee morale and well-being, the quality of life in local communities, and the surrounding ecological environment.

Beginning with the class of 2017, all undergraduate students have the opportunity to participate in the Liberal Education and Effective Practice (LEEP) program. Through LEEP, many undergraduate students have an opportunity to understand and address economic, social, or environmental issues. LEEP is an ongoing undergraduate education initiative based on the Final Report of the Task Force on Undergraduate Education, approved by Clark faculty in April 2009. LEEP is modeled on the Liberal Education and America’s Promise initiative of the Association of American Colleges & Universities. Through LEEP, Clark makes the link between knowledge and action explicit, thereby preparing students to address the challenges of a rapidly changing world.

LEEP espouses a developmental perspective in which the undergraduate experience is organized around three phases: transition, growth and exploration, and synthesis and demonstration. During the junior year, students have the opportunity to undertake a LEEP Project that meets unique goals and objectives, and, in some cases, focuses on solving a social problem or one related to the environment. A LEEP Project is one in which three parties actively participate: a student or student team, a faculty or staff mentor, and an external partner (with a few exceptions). Examples of LEEP Projects are available at clarku.edu/leeppioneers.

Innovation & Entrepreneurship Minor
For Management majors who wish to combine the benefits of the management curriculum with real-world entrepreneurship experience, the Innovation & Entrepreneurship (I&E) minor is the perfect companion to their studies. The I&E minor fosters creativity and resourcefulness in management. Through the entrepreneurship program, students have the chance to create something new and are given support and guidance at every step to teach them how to succeed — before they have to do it alone in the real world. I&E students’ interests vary, but they all possess a belief that change begins with them and that they have the power and opportunity to make things happen in the community and world around them. Many students pursue entrepreneurial activities that focus on enhancing the community and natural environment.

Accelerated Degree Program
The Accelerated B.A./Master’s Degree Program (ADP) allows qualifying undergraduate students to complete both an undergraduate and master’s degree in five years, with tuition in the fifth year being free. GSOM offers accelerated BA/MBA and BA/MSF degrees; students pursuing the BA/MBA can choose from any of the MBA concentrations described earlier. Students are accepted into the Accelerated B.A./Master’s Degree Program in the spring of their junior year and begin taking graduate level courses in their senior year, at the same time that they are finishing their undergraduate degree requirements.

SCHOLARSHIPS
As mentioned previously, Clark University has a long-standing commitment to providing a challenging education with a global focus and an emphasis on making an impact on the world. The university provides scholarships to undergraduates who fit this standard, including:

- Global Scholars Awards, which are given to students who have completed their high school educations outside the U.S. and have demonstrated potential to provide leadership in their communities and the world
- Making a Difference Scholarships, which are awarded to domestic applicants who demonstrate an extraordinary commitment to social change
- Segal AmeriCorps Education Awards, which matches scholarship awards given to students by AmeriCorps

COURSES
Numerous courses that are part of the Management major, the Management minor, or the Innovation & Entrepreneurship minor include class discussions, readings, projects, or other explorations of social, economic, and/or environmental implications of actions within the world of business. Examples of topics covered in these courses include youth involvement in social change, how business is embedded into the larger
society, cross-cultural dynamics, organizational influences on behavior, theory and practice of striking, and the impact of laws on business ethics. Required courses that specifically include content related to responsible management are Making a Difference (First-Year Intensive course), Strikes in America (First-Year Intensive course), The Art and Science of Management, Applying the Art and Science of Management, Management and Behavioral Principles, The Art of the New — Entrepreneurship, Entrepreneurship Capstone Project Seminar, Business Ethics & Law, Principles of Accounting, Management Accounting, and Corporate Finance.

Undergraduate students also choose from a number of electives that focus extensively on issues related to responsible management. Included in these courses are topics such as stakeholder theory from a corporate environmental perspective, internal strategic planning and positioning, management development and training, trade union management, and managerial behavioral issues in multinational corporations. Electives that specifically include content related to responsible management are Green Business Management, Social Entrepreneurship, International Management, Human Resources Management, and Union-Management Relations.

EXPERIENTIAL LEARNING OPPORTUNITIES

From their first semesters at Clark, students are encouraged to embrace their surroundings and make themselves a part of the local community. Several of the courses offered within the Management major and minor, and the I&E minor, send students into the field to complete community service projects or create enterprises of their own. Students are also able to experience what it means to be a global citizen through internships and opportunities to study abroad.

Courses that offer experiential learning opportunities that reinforce values of social responsibility are:

- **The Art and Science of Management**: This course requires a significant service-learning project that students choose, design, and implement within the first semester of their first year. Not only does this get students involved in the local community right away, it also teaches them to be aware of their impacts on their surroundings while they are studying at Clark.

- **Green Business Management**: Much like Sustainable Consulting Projects at the graduate level, undergraduate students taking this course provide action plans for local small businesses, governments, nonprofits, or citizens. These plans have a specific focus on sustainable development or energy management and include not only action steps, but also recommendations to ensure successful implementation of the plans.

- **Entrepreneurship Capstone Seminars**: During the first entrepreneurship capstone seminar course, students design individual or team projects from the mindset of an entrepreneur. This element of the program promotes idea generation, team and project management skills, primary and secondary research, market analysis and industry mapping. The second entrepreneurship capstone seminar allows students to turn their proposals from the first section into a reality. Though students are not required to do a project related to a social, economic, or environmental issue, many of the students taking the seminar do so.

GSOM undergraduate students also have other opportunities to pursue experiences that reinforce the importance of socially responsible management. These include:

- **Study Abroad**: In a continued effort to help students understand what it means to be a global citizen, undergraduate students at Clark are given the opportunity to study abroad during their junior or senior years. Clark has connections with more than 30 different programs that last either a semester or a year. The programs reach across the world, from Scotland to China to the Dominican Republic.

- **Internships**: The undergraduate Management major does not require students to complete an internship as part of the degree. However, students are encouraged to complete one, and those who do are able to seek approval for course credit toward their degree. The Theodore Barth Foundation provides stipends through Clark Career Services for students who are pursuing unpaid internships in the nonprofit sector.

- **U-Reka! Big Idea Contest**: This contest, which began in 2008, encourages students to make improvements to Clark University and/or the surrounding community of Worcester and Main South. Students submit their ideas and four finalists are chosen. These finalists present their ideas to a panel of peers, who select their favorite. The winning project is given up to $5,000 to make the idea a reality. Past winners have included the Clark University Thrift Store, a retail outlet that sells gently used items donated mostly by the Clark community; You Are Here, an organization that “hopes to change the way students navigate the difference between being a student at Clark and a resident of Main South”; and Green Roof, which aims to use the underutilized space on top of the Goddard Library as a living, green space for students. The most recent award was for the creation of The Melting Pot, which will be a multicultural center that supports global fair trade.
FACULTY RESEARCH

Clark GSOM faculty are actively engaged in conducting, presenting, and publishing research that advances our knowledge of important social, economic, and environmental issues. In the past year, our faculty presented or published numerous works on these issues. Topics included strengthening health care organizations; managing workplace diversity; protecting employee rights and enhancing employee well-being; strengthening corporate environmental sustainability practices; improving government effectiveness; and enhancing linkages between universities and their communities. Selected research is listed below.

Managing Workplace Diversity


Protecting Employee Rights and Enhancing Employee Well-Being


Strengthening Corporate Environmental Sustainability Practices

ENGAGEMENT WITH BUSINESS AND LARGER COMMUNITY

GSOM collaborates with leaders of for-profit, nonprofit, and governmental organizations to promote understanding of pressing social, economic, and environmental challenges, and to develop approaches for effectively meeting these challenges. We have sponsored various events and forums for discussion of critical issues. Managers and executives from for-profit, nonprofit, and governmental organizations regularly visit GSOM and interact with students, staff, and faculty. Moreover, GSOM faculty and staff are actively engaged in addressing social, economic, and environmental issues in their professions and communities.

UNITED NATIONS ASSOCIATION OF GREATER BOSTON

In recent years, GSOM and IDCE have been sponsors of the U.N. Day Luncheon in Boston. Students, administrators, and faculty have attended the luncheon and networked with leaders from other organizations, including corporations, nonprofits, and governmental organizations.

BUSINESS AWARDS

Each year, the Graduate School of Management is the presenting co-sponsor of an event organized by the Worcester Business Journal, a local source for business news in the Central Massachusetts area. The event, called the Business Leaders of the Year, recognizes several of the top business leaders of our region for the success of their businesses and their contributions to the community. An organization is celebrated in each of the following areas: large business, small business, nonprofit, and corporate citizen. The dean of GSOM has the privilege of helping to select the corporate citizen each year.

In fall 2012, GSOM was a key sponsor of the Worcester Business Journal’s Top Workplaces Awards. These awards recognize organizations that create environments that nourish and develop employees. Awards are given in categories such as general excellence, employee health and wellness, and employee training and development.

NEW ECONOMY SUMMIT

In Spring 2013, Clark University hosted a New Economics Summit, “Connecting the Dots: Pathways to a New Economy.” Clark was one of 13 institutions chosen by the New Economics Institute to host such a summit. GSOM was a sponsor of the event and GSOM students were instrumental in organizing it. The event allowed Clark students, faculty, and local representatives to discuss how to develop pathways to a new economy in the City of Worcester; it highlighted local businesses and stakeholders who are leading the way for this movement and exposed participants to potential career opportunities in new economy fields. The keynote speaker was Juliet Schor, professor of sociology at Boston College. Schor works on issues of environmental sustainability and their relation to Americans’ lifestyles and consumption. Workshops topics included alternative banking practices, food and environmental justice, and alternative business ownership models for a new economy.

FORUMS AND GUEST SPEAKERS

During the past year, we sponsored a number of forums for addressing critical problems, such as socially responsible investing and environmental sustainability, through specialized programming like our Sustainable Leader Speaker Series. Moreover, executives from area organizations shared dilemmas related to responsible management in their visits to our Social Entrepreneurship, Energy and Sustainability Management, and Leadership and Decision Making courses. Forums and speakers included:

Social Entrepreneurship

- Chris Herron, Manager, and Molly Day, Senior Analyst, New Profit, Inc. — “Which Social Entrepreneurships to Fund”
- Alan Pesky, Director and Founder, Less Pesky Learning Center — “Viewpoint of the Board Chair & Fundraising”
- Charlie Rose, Co-Founder and CEO, City Year — “Allying with a Timberland — Corporate Social Responsibility and the Social Enterprise”
Elizabeth Johansen, Director of Product Development, Design that Matters (DTM) — “Designing Innovative Solutions for the Bottom of the Pyramid”

Susan Egmont, Principal, Egmont Associates — Leading Social Enterprise headhunter in New England; author of new book on leadership transitions in not-for-profits, “How to work with a Board of Directors in a Social Enterprise”

John Werner, CEO, Citizen Schools — “Viewpoint of the Executive Director”

Energy & Sustainability Management

John Odell, Energy Efficiency & Conservation Manager, City of Worcester, discussed his role, responsibilities and experiences in Worcester, which included reviewing the energy programs being implemented by the City of Worcester.

Rich Goode, Director of Sustainability, Alcatel-Lucent, provided an overview of the company’s progress in sustainability.

Bruce E. Buckbee, LEED AP, VP, Operations, World Energy Solutions, reviewed best practices and his experience in energy efficiency.

Howard Jeandenis, Principal, GCA Consulting, reviewed the principles of carbon trading.

Adam Braillard, Attorney, Renewable Energy, Prince Lobel, provided highlights of several solar energy projects, as well as lessons learned.

Ron Gillooly, Business Development Manager, C.E.M. Horizon Energy Services, shared highlights and experiences in the energy distribution sector and provided insights on energy efficiency.

Bob Pojasek, Professor, Harvard University; Sustainability Leader, The Shaw Group, discussed his sustainability consulting experiences.

Mike Ortolano, Founder & CEO, Absolute Green Energy, reviewed market trends, basic concepts and examples of solar energy implementations.


Bill Bean, LEED AP, President, Green Planning & Coaching, shared information regarding sustainability consulting.

Leadership and Decision Making

Suzanne Morreale-Leeber, President, Marlborough Regional Chamber of Commerce, touched on ways to bring together the community for the larger good of the area.

Anthony Consigli, President, Consigli Construction Co., Inc., discussed green construction and sustainability.

Patricia Bigelow, President, Bigelow Nurseries, talked about plant management and sustainable soil use, as well as her firm’s work with agencies that help relocate and integrate refugees.

Girish Kumar Navani, CEO, eClinicalWorks, discussed the use of technology to serve clinicians and patients and to address health care costs.

Judith C. Waterston, President and CEO, New England Sinai Hospital, talked about the impact of joining a for-profit system and on the hospital’s work in quality improvement and cost containment.

Brian Thompson, President and Chief Executive Officer, Commerce Bank, touched on the role of banking regulation, internal controls, and service to customers.

Karen Duffy, President, Worcester Credit Union, discussed the credit union’s services to members and its role in the larger community.

Mark Waxler, Director, Beechwood Hotel, talked about the charitable activities of his organization.

Additional Speakers, Panels, and Workshops:

“The Changing Financial Climate in Asia: China’s Growing Role in the World,” Stephen Roach, Senior Fellow and Senior Lecturer, Jackson Institute and Yale’s School of Management and Non-Executive Chairman of Morgan Stanley Asia, (April 2012) — Roach has long been one of Wall Street’s most influential economists. His current research covers a broad range of topics, with recent emphasis on globalization, the emergence of China, productivity and the macro paybacks of information technology. Roach’s opinions on the global economy have been known to shape policy from Beijing to Washington.
(Additional Speakers, Panels, and Workshops continued)

• “A discussion on sustainability, careers, and women in business,” Kathrin Winkler, Chief Sustainability Officer, EMC (April 2012) — Winkler is charged with providing vision and leadership in the development and implementation of EMC’s strategy for environmental and social sustainability. She works with functional leaders in EMC’s Green Business Leadership, a cross-functional virtual team that champions company-wide environmental initiatives, to ensure the integration of sustainability principles in day-to-day operations. This event was co-sponsored by two student groups, Net Impact and Clark Women in Business.

• “The Economic Road Ahead: Implications for Markets,” Charles Himmelberg, head of Global Credit Strategy, Global Investment Research division, Goldman Sachs (October 2012) — Himmelberg is a member of the firm’s Macro Research Operating Committee. He has also been a consultant to the Federal Reserve Bank of Chicago and the World Bank, and is a member of the Federal Reserve Roundtable. His research expertise spans macroeconomics, corporate finance, asset pricing, and housing economics and he has been recognized with awards from the National Science Foundation and the Western Finance Association, and is published in a number of top academic journals.

• Economics Society Panel (November 2012): Clark University’s Economic Society sponsored a panel discussion on the relationship of corporate economic and environmental sustainability. The panel included Robert Johnston, Professor, Clark University Economics Department, and Director of the George Perkins Marsh Institute; Tom Murphy, Visiting Assistant Professor, Graduate School of Management; Kathrin Winkler, Vice President of Corporate Sustainability and Chief Sustainability Officer, EMC Corporation; and Will O’Brien (Panel Moderator), Visiting Lecturer, Graduate School of Management.

• Career Services Panels: We understand that as much as we need to prepare our students for a global world, we also need to provide assistance to the international students who are trying to succeed in the United States. The Stevenish Career Management Center has made it a point to offer special programs to help our international students develop the many skills they are not likely to develop on their own. One such event was the workshop “Building Relationships with Cultural Confidence,” run by guest speaker Jayne Mattson of Confidence Counts, which helped students to understand U.S. business cultural norms and what is required to build effective relationships. Another was “Career Opportunities and Challenges for Asian MBA’s (and MSF’s),” which was run by guest speaker Jino Ahn, the CEO & Founder of the National Association of Asian MBAs, which provided up-to-the-minute hiring information for Asian students, giving them the chance to learn about challenges being faced in the workplace and how to propel an opportunity to their advantage.

Andrea Ielolkata is Associate Dean for Academic and Student Services at GSOM. She has served on the Board of Directors for the Girl Scouts of Central and Western Massachusetts since 2010. She was elected first vice president of the board in June 2012 and serves on the Executive Committee and the Finance Committee. Andrea says, “I continue to enjoy giving my time for such a worthy organization whose mission is to build girls of courage, confidence and character who make the world a better place. It is rewarding to know that my time and expertise is helping achieve this important purpose.”
COMMUNITY SERVICE

Many of GSOM’s faculty and staff are engaged in using their expertise and talents in addressing social, economic, and environmental issues in their professions and communities. Some examples include:

- **Andrea Aiello** is a member of the Board of Directors for the Girl Scouts of Central and Western Massachusetts. She currently serves on the Executive Committee and is First Vice President of the Board.
- **Alicia Amaral** is a member of the board of the CFO Roundtable (thecforoundtable.com).
- **Mary-Ellen Boyle** serves on the Board of Directors for the Olneyville Housing Corporation in Providence, R.I., an organization whose primary function is to facilitate the creation and revitalization of affordable housing in that neighborhood. She also routinely volunteers with the United Way of Central Massachusetts on its Dollar Diva Day.
- **Laura Burgess** is highly involved in the creation and maintenance of the Hudson Community Garden, in Hudson, Mass. The garden provides plots for local residents.
- **Ted Buswick** is director of a Worcester incubator that marries science, technology, engineering, and mathematics with the arts to encourage innovation. The incubator is part of National Science Foundation-funded project that is based in Worcester, San Diego, and Chicago.
- **John Crawley** is a volunteer for MIHN, the Montachusett Interfaith Hospitality Network, which provides services for the homeless.
- **Donna Gallo** is a volunteer on several nonprofit boards. She has served for many years as the chair of the Board of Directors for Century Health Inc., an organization that provides community health services and health education and training. She also serves as chair of the Community Leaders Committee of the Natick Visiting Nurse Association, a nonprofit affiliated with Century Health Systems. She is on the boards of Bethany Hill School, which provides educational housing for individuals and families who are either in transition or who are searching for a permanent living situation; and of the Corporation for Sponsored Ministries, the parent organization for the ministries of the Sisters of St. Joseph of Boston, which is focused on peace, reconciliation, and social justice. In addition, she is a founding member of the Board of Directors of Hearty Meals for All, a nonprofit community meal program in Somerville, Mass.
- **Frank Jenkins** serves as treasurer of the Sherborn Rural Land Foundation, an organization devoted to preserving open space. The organization works with farmers and other land owners to keep land open and to ensure that if it is developed — as it may have to be for economic reasons — the development has minimum impact on the community. Also, Frank is on the board of a nonprofit nursing home, and serves on the grants committee of the Metrowest Community Healthcare Foundation.
- **Will O’Brien** serves on the Board of Directors of Sustainable Business Network of Massachusetts, which engages business and community leaders in building economies that are green, local, and fair. Will also leads the Worcester Sustainable Business Leader Program, a nonprofit that assists locally owned and independent businesses in reducing their operating costs, improving their business practices, and reducing their environmental footprints. He is also working to help Vietnamese businesses to become more environmentally sustainable by partnering with them to create a Vietnamese version of the SBLP.
- **Kristine Norrman** is highly involved in providing opportunities for young people and adults to participate in athletics. She coaches volleyball at Wayland High School. She also serves on the board of Yankee Volleyball, which creates volleyball opportunities for more than 6,000 adult and junior members. She is closely involved in the annual Keri for Kids Walk, which raises money to serve the needs of abused women and children.
- **Deanna Scaramangos** is a volunteer for the YMCA and teaches Sunday School at the First Assembly of God, both of which are located in Worcester. She also volunteers for Rachel’s Table, an organization that collects leftovers from restaurants and delivers them to shelters throughout the city.
We are strongly committed to continuing our efforts to integrate the six principles of responsible management education into our programs and practices. Becoming a PRME signatory helped us to identify the many areas where we are already embracing the ideals of responsible management education — it also sparked discussions among GSOM staff, faculty, and students, and has been a catalyst for the development of new ideas for applying the PRME principles to our programs and practices.

We have begun to look at our day-to-day practices with respect to environmental sustainability. We will work to integrate our efforts with those of the University, particularly Clark’s Climate Action Plan. Staff members have challenged each other to look at individual work habits, such as energy and paper use. Our admissions office is also taking steps toward a paperless admissions process. Students are eager for GSOM to incorporate sustainability practices into our operations at our main and satellite campuses.

In the past year, we surveyed our graduate students to get their ideas for strengthening our focus on the PRME principles; the feedback we received was invaluable. They have made us aware of the need to further incorporate responsible management into the graduate curriculum. Students have suggested that social change and sustainability should receive increased attention in required courses. Moreover, they would like the opportunity to build skills in specific areas such as environmental economics, triple-bottom-line analytics, cause-marketing, social entrepreneurship, and socially-conscious investing. We are currently in the process of enriching our graduate curriculum. The feedback from students will inform changes to the curriculum as we move forward over the next few months.

We are also working to capitalize on the connections between the GSOM and the rest of the University community. These connections will help us to further emphasize the PRME principles. We have established a strong working relationship with the International Development, Community, and Environment department. We currently offer a dual-degree program with IDCE and are working to identify other opportunities for collaboration. We are also improving student awareness of the multitude of opportunities available in the University and the community, including talks, workshops, research projects, and volunteering.

Our last, and perhaps our most important goal, is to incorporate the PRME principles into our strategic planning and curriculum development processes so that they become an ongoing part of the fabric of the school. Our new dean, who began in June 2012, recently worked with multiple stakeholders to develop a strategic plan for GSOM. Upholding the PRME principles was an important consideration in developing the plan. Thus, its implementation should facilitate further institutionalization of PRME at GSOM.

RESPECTFULLY SUBMITTED BY
THE PRME COMMITTEE
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Will O’Brien
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Ainsley Watt