Sharing Information on Progress
Academic Year
2014
Dean’s Message

The Cotsakos College of Business joined the Principles for Responsible Management Education (PRME) community in 2010, and shared our first Sharing Information on Progress (SIP) document with the PRME community in 2012. This document represents our second communication with our peer members.

As dean of the Cotsakos College of Business, I strongly believe that efficiency and performance in the business world can be achieved without sacrificing the basic principles of social responsibility, sustainability and ethical behavior. I also believe that the university is the best place to impart these principles to students who have the potential to become the business leaders of successful firms.

Our pedagogical initiatives at the Cotsakos College of Business stress a variety of principles that are close to the mission of PRME. These include academic and intellectual honesty, ethical behavior, social responsibility, environmental sensitivity and global citizenship. We believe that a community of responsible and engaged institutions of higher learning can make a difference in the business climate, and are proud to be associated with PRME, and with the UN Global Compact. I look forward to a continued and fruitful association between PRME and the Cotsakos College of Business.
Overview
The Cotsakos College of Business is one of five colleges at William Paterson University, which is one of nine state colleges and universities in New Jersey. William Paterson offers more than 250 undergraduate and graduate degree programs. Located in Wayne, New Jersey, the University enrolls more than 11,300 students and is accredited by the Middle States Association of Colleges and Schools. The College is comprised of approximately 1,750 undergraduate students, 125 MBA students and 51 faculty, along with a variety of professional support staff. It has been accredited by the Association to Advance Colleges of Business (AACSB), and since 2005 it has been continuously rated among the “Best 294 Business Schools” in Princeton Review’s Guide to Graduate Business Schools.

The Cotsakos College of Business offers seven undergraduate bachelor of science business degree programs in accounting, finance, financial planning, global business, management, marketing, and professional sales. The College also offers a bachelor of arts degree in economics. At the graduate level, the College offers a general MBA and concentrations in accounting, entrepreneurship, finance, marketing, and music management.

The College offers programs that provide students with real-world business experience. Faculty members are recognized experts in their fields—often with significant industry experience. Their commitment to research and active engagement in consulting adds substantive value to the learning process. In addition, students can experience world financial markets firsthand through the Financial Learning Center, one of the pioneer trading rooms facilities in an academic institution. They can also take advantage of the sophisticated resources of the College’s Russ Berrie Institute for Professional Sales, one of the best behavioral sales laboratories in the country.

In 2010, the Cotsakos College of Business became a signatory to the Principles of Responsible Management Education (PRME) initiative of the United Nations Global Compact Academic Network. This constitutes the second Sharing Information on Progress (SIP) report from the Cotsakos College of Business, following the first one presented in 2012.

William Paterson University and PRME Principles
The University’s Commitment To Environmental Sustainability

In 2012, William Paterson University adopted a new strategic plan, and issues of environmental sustainability played a key role in its statement of core values. Referring to the issue of creating knowledge, the strategic plan reiterated:

“We strive to expand the boundaries of knowledge and creative expression in and outside of our classrooms. We help students think imaginatively and critically and encourage innovative solutions to social issues, the challenges of ecological sustainability and economic growth and ethical dilemmas confronting our communities, regions, nation and world.

The University is a proud participant in the New Jersey Higher Education Partnership for Sustainability as well as the American College and University Presidents’ Climate Commitment, which establishes specific goals for becoming carbon-neutral.

William Paterson has emerged as a thought leader in the area of solar energy. In June 2014, the Center for Continuing and Professional Education offered a special course on solar energy, which was attended by professionals across the region. The University has one of the largest solar energy facilities on any university campus in the United States. The initiative is projected to save an estimated $4.3 million in energy costs over the next 15 years, while also reducing the university’s carbon footprint. The installation will be capable of supplying 3.5 megawatts of clean, low-cost energy.

In 2012, the University was named a finalist in the Second Nature Climate Leadership Awards competition, which recognizes the most innovative climate leaders among colleges and universities across the country. It was the only college or university in New Jersey that reached the finals. The video highlights William Paterson’s continuing efforts toward carbon neutrality, including conservation efforts that integrate sustainability across the curriculum.

In July 2012, the Passaic County Board of Chosen Freeholders honored William Paterson for its ongoing commitment to sustainability in building and design, primarily for energy saving initiatives adopted in the renovation of its Science Hall. In June 2014, the University’s new parking garage won the “green design” award from Passaic County for its “approach to lighting for this project will contribute to safety, visibility, green house gas reductions, and energy savings over the next twenty-five years.”

These initiatives highlight the commitment of the University to environmental sustainability, and underscore the fact that a spirit of conservation pervades the University’s governance and activities.

The University’s Pedagogical Initiatives
In Environmental Sustainability/Social Responsibility

The commitment of the University to environmental sustainability and conservation is also reflected in its pedagogical offerings. For example, the College of Science and Health has recently commenced offering a BS in environmental sustainability. The degree program is offered through the department of Environmental Science (https://webapps.wpunj.edu/catalog/2012UC/SH/ENV/BS-EVSN/MAJR-EVSN/). One required program is described below:

ENV 1100 ENVIRONMENTAL SUSTAINABILITY

An introduction to the study of environmental sustainability from the viewpoints of several disciplines of the natural sciences, the social sciences and humanities. These disciplines include biology, chemistry, physics, geology, soils, political science, economics, law, anthropology, sociology, and ethics. The course stresses a holistic view of the environment. The companion workshops include field trips and hands-on experiences that complement the materials in the lecture.

The Department of Continuing and Professional Education conducted a Green Building Design Conference in June 2012, co-sponsored by the Passaic Department of Economic Development and the Small Business Development Council. The event was geared to municipal leaders, non-profit corporations, architects, engineers and the development community.

A commitment to incorporating issues of ethics, social responsibility and environmentalism has been enhanced within the ethos of the University over the past few years. The 2012 strategic plan reiterates that “the University’s graduates embody a profound sense of responsibility to their communities, commitment to a sustainable environment and active involvement in a multicultural world.”
Other University Initiatives Linked to Social Responsibility

The University prides itself on civic engagement, going beyond its boundaries to develop strong and engaging relationships with its community in areas relating to sustainability and ethics. We detail three such initiatives here, which have considerable participation from the Cotsakos College of Business as well.

Choose New Jersey: To help strengthen the economy of our state New Jersey, the University has joined “Choose New Jersey,” a state organization designed to encourage economic growth throughout New Jersey, including a focus on making the state’s most distressed cities engines for economic growth and opportunity.

City of Paterson: Paterson is the city closest to William Paterson. It has a proud tradition of industry and diversity, and a national park; the Paterson Great Falls National Historic Park. In 2014, the University joined the park administration in a partnership aimed at generating greater use of the park’s historical, cultural and natural resources for purposes of education and conservation.

Youth Outreach: In 2014, William Paterson partnered with its county in a mission to prevent and reduce alcohol and drug abuse among youth. This is also in line with PRME initiatives that encourage relationships between educational institutions and broader communities in the service of fostering greater social responsibility.

Cotsakos College of Business Initiatives and PRME

Linkages Between the College’s Mission and PRME

The current mission of the Cotsakos College of Business was adopted in 2014, and partially reflects its commitment to values consistent with PRME:

The vision statement adopted by the Cotsakos College of Business further reflects its commitment to PRME:

- The Cotsakos College of Business will be known across the region as a college of the highest quality, whose graduates are academically and professionally ready to take on the demands of the workplace of the twenty first century.
- Our programs and specializations will embody intellectual rigor as well as practical relevance.
- We will supplement our academic training with a variety of professional, co-curricular and extra-curricular opportunities for our students.
- We will be mindful of the global nature of the society and economy, and will incorporate issues relating to ethics, diversity and sustainability into our curriculum.
- Our faculty will produce research output that furthers academic, professional and pedagogical development. Likewise, our staff will adhere to the highest standards in administrative and technological support to the student body.
- We are currently rewriting the College’s strategic plan and sustainability will play an important role in the process. We anticipate that our new strategic plan will incorporate specific language that reiterates our commitment to sustainability and responsible management education.

The Cotsakos College of Business is in the process of re-accreditation by the AACSB. In this process, and in line with the new AACSB standards, we are adopting newer learning goals, which emphasize the following:
- Translating business knowledge into practice
- Interpersonal relations and teamwork
- Social responsibility
- Sustainability
- Political, regulatory, legal, and social contexts of organizations in a global society

Our self-study report to AACSB emphasizes our membership of and commitment to the PRME.

Cotsakos College of Business Pedagogical Initiatives and PRME

Since the CCOB became a signatory to PRME, we have sought actively to incorporate issues of ethics, social responsibility and environmental sustainability into our curricula. Many curricula have been re-vamped to incorporate issues of social justice. These include courses in business policy and strategy, international business, management of technology and the required core course on business ethics. Students have been encouraged to undertake independent studies related to matters of ethics and social responsibility.

We are rettooling our curriculum to incorporate issues of corporate social responsibility into regular courses such as “Principles of Management,” “Business Strategy and Policy,” and “International Business.” In addition, we are restructuring our business ethics course to incorporate issues of sustainability. In the accounting/finance side, we are incorporating triple bottom line learning in our introductory courses.

We have offered a variety of professional enrichment programs, such as seminars on corporate citizenship, faculty research presentations on corporate social responsibility, and are widening our offerings in the areas of corporate social responsibility and sustainability. We plan to partner with local companies that offer initiatives such as internships and practicums on corporate social responsibility and sustainability programs. We are also debating the development of executive education programs in the future on business sustainability, reducing carbon footprints and employee training for
Cotsakos College of Business Faculty Research and PRME

The Cotsakos College of Business faculty members have been extraordinarily productive from a research standpoint, having produced over 450 unique publications in the period 2009-2014. Many members of the College have been actively researching issues of corporate social responsibility, ethics and responsible pedagogy. For example, a 2006 paper by Professors Rajiv Kashyap and Raza Mir titled “Toward a Responsive Pedagogy: Linking Social Responsibility to Firm Performance Issues in the Classroom” was published in the prestigious journal Academy of Management Learning and Education, and has been widely cited. Likewise, Professor Jorge Arevalo had specifically studied issues related to the UN Global Compact in his 2013 paper titled “The Global Compact: An Analysis of the Motivations of Adoption in the Spanish Context,” that had been published in Business Ethics.

Since joining PRME the Cotsakos College of Business faculty have produced an impressive array of papers that fall within the PRME mandate. These include book chapters, conference presentations and case studies. A non-exhaustive but representative mandate of some of the recent publications that were published in peer-reviewed journals is listed below:


In the past few years, the College’s faculty has been augmented by several new hires, many of whom are active researchers in the PRME traditions. We expect our research output in the area of sustainability to grow significantly in the next few years.

Cotsakos College of Business and Sustainability-Related In-House Conferences

The Cotsakos College of Business represents a vibrant and engaged research community, where faculty members are encouraged to share their research ideas and insights with their colleagues. To that end, we have facilitated sharing of research related to social responsibility among faculty members in multiple forums.

Moreover, to mark the event of the College’s admission into the PRME initiative, the Dean’s Office has been committed to holding a formal in-house event called “Sustainability Day,” where faculty and students are exposed to specific issues relating to research on sustainability from internal and external research participants.

The first Sustainability Day was held on March 24, 2011, and included three presentations. Professor Rajiv Kashyap made a scholarly presentation titled “Sustainability: The New Business Imperative,” discussing ways in which sustainability could be incorporated into faculty research. Then, Lou Poandl, the director of physical plant operations, gave a presentation titled “Sustainability Initiatives at William Paterson,” where he shared information on how the university was reducing its carbon footprint. Finally, Greg Mattison of the University’s instruction and research technology department spoke on “The Role of Sustainability in Fostering Market Stability.” The presentations were open to faculty, students and staff, and were well attended by adjunct faculty and colleagues.

The second Sustainability Day was held on April 12, 2012. Here, the CCBO invited Param Srikantia, professor of business administration, Baldwin-Wallace College, Ohio, to speak on the topic “Sustainability: Profound Secrets from Distant Lands.” The talk was attended by a large number of faculty, students and staff.

The third Sustainability Day was held in April 2013. Professor Clinton Andrews of Rutgers University spoke on the topic of “Sustainable Consumption.” His talk dovetailed with University initiatives on energy efficiency.

The fourth Sustainability Day was held in April 2014. Will Pvese, retired president and CEO of John Wiley and Sons, spoke on the topic “Leading with Your Mind, Heart and Values.” In 2014, Pvese, a 1973 graduate of the Cotsakos College of Business, made a generous gift to the University to support a mentoring institute. This reflects a commitment, which is in line with the PRME mandate.

We hope to continue to foster the production and sharing of research insights in this area, and we will use in-house conferences extensively to achieve this goal. In addition, we continue to organize several professional enrichment workshops aimed at helping students incorporate social responsibility issues into their life goals and career goals.

Cotsakos College of Business and Diversity

At the Cotsakos College of Business, we consider diversity to be a cornerstone of our socially responsible initiatives, in line with the philosophy of the PRME and the UN Compact. The College is characterized by a high level of demographic diversity, in terms of its faculty, staff and students. This is in line with the broader strategic goals of William Paterson, which is explicitly committed to achieving demographic diversity and equity, as outlined in the University’s mission, vision and diversity statements.

As early as April 2003, the College established a Committee on Diversity for the purpose of ensuring demographic diversity and equity. The formation of this committee was driven by the College-wide recognition that outreach initiatives were critical in order to reach pools of qualified minority faculty candidates. The committee’s subsequent charge is to address [foster] issues of diversity as it pertains to hiring processes and student recruitment in the COB.

The College actively supports diversity in its set of academic courses and also professional activities. For example, thus far, all Cotsakos College of Business undergraduate majors must complete MGT 3550 – Values, Ethics, and Sustainability, which also incorporates diversity and sustainability issues. Furthermore, all students, as part of the University Core Curriculum requirements, must complete a course in diversity and justice. College activities that foster diversity include the “Women in Business” seminar. The University also has many programs and services to meet the needs of its diverse student body, including those sponsored by the Office of Minority Education and Diversity, and the Women’s Center.

As part of our diversity initiatives, the College has attempted to leverage our diverse faculty and international connections to enhance student experiences. We have signed MOUs with several Chinese universities and aim
to utilize our sales and financial training programs as gateways to our degree programs for foreign students. We aim to expand our study abroad programs to enrich our students’ appreciation of global cultures and markets.

Future Plans of the Cotsakos College of Business With Respect To PRME

The Cotsakos College of Business is very proud to be part of the PRME initiative. To that end, we have put together a variety of future plans for the College relating to PRME-led initiatives. These include:

- Incorporating sustainability in the MBA curriculum: We are working towards developing a minor in sustainability for our MBA in general business, hopefully as a stepping stone toward offering a complete MBA in sustainability. This minor will be interdisciplinary in character, and will incorporate courses in finance, accounting, management and marketing.
- Student clubs aimed at social responsibility and sustainability: We will actively explore the possibility of fostering student groups that will be involved in PRME-type initiatives. Possible areas include recycling and conservation, public interest advocacy, climate change awareness, environmental law, initiatives against animal cruelty, food initiatives, and energy conservation.
- Linkages with other departments and colleges: We intend to partner further with other colleges such as the College of Science and the College of Education to develop and lead interdisciplinary initiatives that will make the entire university a leader in the region in areas of sustainability.
- Microsite on sustainability: Over the next year, we intend to develop a microsite on the College’s server that will serve as a clearinghouse on all sustainability-led matters. Thus, in the future, anyone wishing to view all of College’s initiatives, offerings and resources on sustainability will have a one-stop destination that will guide them.
- Improving linkage with PRME: We have sent faculty representatives to PRME meetings in past years. This has led to a lot of information exchange, and has jumpstarted our sustainability initiatives considerably. We will continue to remain actively involved in PRME, and send faculty representatives to PRME Summits, where they can participate in information exchange and joint initiatives.
- Faculty research: We will coordinate and encourage faculty research on issues relating to sustainability and social responsibility, and facilitate information exchange between faculty and local businesses as well as diverse student groups within the College and the greater University community.
- Future curricular development: We will explore all possibilities to build on our momentum incorporating PRME ideas into our curriculum, both at the undergraduate and graduate levels.

Appendix A: Outline Of a Course Proposed and Adopted at the Cotsakos College of Business as a Result Of PRME Initiatives

(We encourage any PRME institution that wishes to adopt similar courses in their curriculum to use ours as a template)

William Paterson University
Cotsakos College of Business
Department of Marketing and Management Sciences

Course Outline

TITLE OF COURSE AND SUGGESTED COURSE NUMBER: Values, Ethics And Sustainability; MGT 3550

DESCRIPTION OF THE COURSE: This course is designed to increase awareness of values, ethics, beliefs and attitudes, and how they relate to issues of sustainability. It will pay special attention to the manner in which corporations can become agents of injustice and inequality in society, and conversely, how they can be transformed by individual actors and by institutional reforms. The course will also analyze sustainability at the institutional level, focusing on the socially and structurally imbedded nature of corporate actions. This is a writing intensive course.


COURSE OBJECTIVES:
1. Create an awareness of the personal challenges encountered in decision-making in morally complex situations.
2. Analyze the structural forces that produce unsustainable and unethical practices in organizations, and evaluate ways in which these can be institutionally tackled.
3. Deepen student understanding of the role of personal values and ethics and how they shape their decisions. Diagnose and develop these traits.
4. Critically evaluate corporate actions in the arena of sustainability, and differentiate between genuine and fraudulent initiatives.
5. Consider strategies, arguments and implementation planning for acting ethically in the service of sustainability.

Student Learning Outcomes:

Upon completion of this course, students will be able to:
1. Identify and recognize ethical dilemmas in morally complex business situations.
2. Articulate their own values and show how they would affect morally ambiguous business decisions, especially those that relate to sustainability.
3. Demonstrate knowledge of professional ethical codes of conduct.
4. Demonstrate an understanding of the impact of organizations on people and their natural environment.
5. Evaluate the global dimensions of sustainability, including corporate malfeasance in poor nations, differential labor and environmental standards, commodity fetishism, and ways in which corporations can be globally governed.

The course will incorporate the following writing-intensive objectives:

1. Students will use writing-to-learn strategies (such as brainstorming, free-writing, reading logs, etc.) to develop understanding of course content and to think critically about that content.
2. Students will use drafting, revising, editing and other writing processes to develop final writing products appropriate to the discipline, such as thesis-driven essays, formal reports, or professionally formatted manuscripts.
3. Students will use research and documentation skills where they may be necessary and integrate them through paraphrase, quotation and citation, in accordance with the conventions of the discipline.

Topical Outline of Course Content:

The following items will be covered during the semester, but individual professors will select the order of content coverage:

1. The Financial Impact of Effective (or Ineffective) Sustainability Management.
2. Environmental, Health and Safety, and Social Equity Laws and Regulations.
5. Outsourcing, Sustainability, and Global Corporate Governance.

Guidelines/Suggestions for Teaching Methods and Student Learning Activities:

The content of this course lends itself to a combination of lecture/discussion, reflective essays, one-minute thought papers, and case-solving methods. Individual and group projects can be effectively used to enhance student learning.

Written assignments:

Since this course is being offered as a writing intensive component of the University Core Curriculum, it might be useful to clarify ways in which students will be given the chance to write-to-learn. In this course, 40 percent of the grade will be
determined by writing assignments. There are two types of writing assignments. In the first, students will be offered 10 written assignments. They may submit any six, which will be graded for 2.5 points each. The write-ups should all be between 450 to 500 words, and professionally produced. Three of these assignments will be graded as drafts, and students will have the option of resubmitting them to improve their writing skills and get a better grade. For one of the assignments, they will be required to spend active time with the professor, to discuss their problems, and improve on specific areas where they had shown weaknesses. In the second type, each student will be required to submit a 3000-word write-up at the end of the semester on a topic related to sustainability, from a small list offered by the professor. This write-up will require library research, extensive reading, and the ability to frame an argument about sustainability. In this longer report, students will be expected to combine the insights derived from the course with their research. This will involve submission of an initial draft, which will be marked and given back so that students can improve their writing abilities through revision and reflection. The second assignment comprises 25 percent of the grade.

Guidelines/Suggestions for Methods of Student Assessment:
Student learning in the course will be assessed by a combination of written assignments, exams, individual and group projects, and/or student presentations of current marketing applications. The course will be an integral part of the course-embedded assessment program currently deployed in the Cotsakos College of Business.

Suggested Readings, Text and Objects of Study:
There are a wide variety of textbooks that cover this material. For instance, the following text is recommended:

Creating a Sustainable Organization: Approaches for Enhancing Corporate Value Through Sustainability by Peter A. Soyka (2012), ISBN-10: 0132874407. Publisher: FT Press. Any textbook used will be supplemented by a variety of readings, including journal articles, reports from the popular press and case studies.

Bibliography: