



Success Has a Familiar Ring



PALUMBO ■ DONAHUE
School of Business
DUQUESNE UNIVERSITY

Communication on Progress Report 2009-2010

PRME Principles for Responsible
Management Education

Table of Contents

	Page(s)
Communication on Progress from Alan R. Miciak, Dean -----	4
Duquesne University: Leaders in Sustainable Business -----	5
Mission Statements	
• Duquesne University Mission Statement -----	6
• Palumbo-Donahue School of Business Mission Statement -----	6
Sharing Information on Progress	
Principle 1: PURPOSE	
• Student Initiatives -----	7
• Case Competitions -----	8
Principle 2: VALUES	
• Aspen Institute’s “Beyond Grey Pinstripes Survey” -----	8
• New Undergraduate Management Major -----	9
• Supply Chain Management Courses -----	9
• Sustainability Practicum -----	10
• Actions or Activities in the Next 12 Months -----	10
Principle 3: METHOD	
• Beard Institute -----	11
• Public Affairs Management -----	11
• Global Study Trips -----	12
• Courses that Integrate Projects -----	12
• Distinguished Ethics Speaker Series -----	13
• Emerging Women’s Leadership Conference -----	13
Principle 4: RESEARCH	
• Published Articles -----	14-15
• Conference Presentations -----	16

Principle 5: PARTNERSHIP

- **Presentations and Outreach to Executives and Managers ----- 17**
- **Executive MBA Workshop in Beijing, China ----- 17**
- **Sustainability Networking Forum ----- 17**
- **Diversity and Inclusion Workshop----- 18**
- **Managing Supply Chain Sustainability Presentation ----- 18**

Principle 6: DIALOGUE

- ***Sustainability: The Bridge to the Future* -----18-19**
- **Green to Gold Award -----19-20**
- **Marcellus Shale Policy Conference ----- 20**

Duquesne University: Greening an Urban Campus ----- 20

Key Objectives for the Next 18 Months ----- 21

Communication on Progress from Alan R. Miciak, Dean



Duquesne University is among the first 100 endorsers of the Principles for Responsible Management Education. The following report provides an overview of how the Palumbo-Donahue School of Business incorporates the principles of responsible management into its teaching, research and community partnerships.

Since arriving at Duquesne in 2005, we have been connecting the University's mission to the mission of the Business School. The establishment of PRME was a very tangible way to articulate our vision of business education. Each fall I address all incoming freshman in the Gateway to Business class on what a Duquesne business education stands for using the PRME Principles as a guideline for the discussion.

Sustainability is intrinsic to Duquesne's mission – a charge that encompasses what our Spiritan sponsors call the "integrity of creation," a profound respect for God's gift of the world. Through forward-thinking, environmental research, a sustainability-infused business curriculum and a recognized track record of community involvement, Duquesne University as a whole serves as a laboratory, where experiments and discoveries produce a better future for us and for future generations.

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Duquesne University: Leaders in Sustainable Business

The Palumbo-Donahue School of Business inspires a genuine concern for social responsibility in students. To instill within them the importance of developing the skills of responsible business leaders in a global economy, we have created and prominently displayed a “billboard” type sign that highlights Principle #1. This sign, along with five other signs promoting the Palumbo-Donahue School of Business messages, hangs from the ceiling of a glass skywalk for all students, faculty, administrators, alumni and visitors to see upon entering the school. (Please see the image below)

“Stressing ethics and social justice is something we’ve always done at Duquesne University,” says Business School Dean Alan Miciak, “and our recent top-twenty ranking among business schools worldwide by the Aspen Institute’s *Beyond Gray Pinstripes* survey is evidence that social responsibility, environmental concerns and ethics are important components of the business school curriculum too.”



Mission Statements

THE DUQUESNE UNIVERSITY MISSION STATEMENT

Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students – through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation, and the world.

THE PALUMBO-DONAHUE SCHOOL OF BUSINESS MISSION STATEMENT

The mission of the Palumbo-Donahue School of Business is to prepare our students to achieve their full potential as ethical business professionals and community leaders with an understanding of the global context of business and its social impact. We accomplish this through passionate education, creative scholarship and the engagement of partners throughout the community. The business school creates a learning environment that enables our undergraduate students to:

- Develop cross-functional core business competencies;
- Develop an ethical and moral perspective on organizational behavior;
- Become better decision-makers through critical thinking, problem solving, and effective communication;
- Acquire a knowledge and appreciation of multi-cultural business environments; and
- Become life-long learners through intellectual discovery and professional and personal development.

We add value for the greater good of our stakeholders by creating an environment of support for the intellectual pursuits of our faculty, a commitment to excellence in teaching, community outreach, and service.

SHARING INFORMATION ON PROGRESS

PRINCIPLE 1 - Purpose

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

Students in the Palumbo-Donahue School of Business at Duquesne University have many opportunities to develop critical skills in the areas of ethical, financial, environmental and social responsibility. Groups such as Net Impact and Case Competition Teams offer MBA students great opportunities for networking and professional enrichment. Duquesne students are making a difference in their university, organizations and communities.

STUDENT INITIATIVES

Net Impact

The Net Impact Chapter at Duquesne is made up of 23 active members, including night-time MBA, MBA Sustainability and graduate students of the Bayer School of Natural and Environmental Science. The goal of the club is to align business and environmental interests of students with a wide-range of activities and campus greening initiatives.

2009-2010 Activities

- Earth Day Fair – Net Impact prepared a table to introduce and recruit students to the club.
- Net Impact Conference – November 13 and 14, 2009, 11 SMBA students attended the Net Impact Conference at Cornell University. Students participated in several workshops and roundtables designed to address issues in business sustainability. Attendees also had an opportunity to network with peers and professionals in the sustainability field.
- Last Call – a program between eLoop and Net Impact Duquesne to collect used cell phones from students to be recycled for productive use. Duquesne was awarded 80 cents for every pound of cell phones collected. Within a month of initiating the program, three large boxes of cell phones were filled.
- Green Careers Webinar – to provide sustainability-oriented students some perspective on what a career in that field is actually like
- Member Social – held between night-time MBA, SMBA, and other graduate students and faculty to discuss interests and brainstorm sustainability initiatives at Duquesne.
- Several Steering Committee Meetings – held between SMBA and MBA students interesting in active leadership roles in the club. The group concluded that student engagement, green roofs, renewable energy, energy efficiency, and events should be the club's priorities.
- Sustainability Group Meetings – chapter leaders met twice with members of SGA, Evergreen, Campus Spiritans, and faculty to discuss sustainability initiatives at the university. Several ideas were proposed and some eventually came to fruition.

CASE COMPETITIONS

Molson Invitational MBA Case Competition

January 2009, Four students from Duquesne University competed in the Molson Invitational MBA Case Competition at Concordia University in Montreal, Canada. The competition theme was “United in a Changing World.”

Inter-Collegiate Project Management Triathlon hosted by Duquesne University

The School of Business hosted the inaugural Inter-Collegiate Project Management Triathlon, an undergraduate level competition that tests the competitors’ knowledge of the PMBOK (Project Management Body of Knowledge) and their response to case-based scenarios. This event demonstrates the School’s commitment to connecting students with the profession of Project Management and exposing them to standards of conduct in the area of responsible management.

PRINCIPLE 2 - Values

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



ASPEN INSTITUTE’S “BEYOND GREY PINSTripES SURVEY”

Duquesne University has been ranked No. 2 worldwide among schools of its size and is the only school in Ohio, West Virginia and Pennsylvania to be included in the top 20 schools ranked by the Aspen Institute for integrating social and environmental issues into its Master of Business Administration (MBA) program.

This recognition reflects the commitment Duquesne has made to ethics and social and environmental issues, which are central to the Aspen Institute rankings—and necessary for successful business practices in today’s climate. These practices align with the core values of Duquesne and have been part of our curriculum since the school’s founding.

Particularly with its SMBA program, Duquesne incorporates the bedrock elements of ethics and fiscal responsibility into a global-minded program with environmental and human capital considered part of a multi-dimensional bottom line. Study abroad, which has included experiences in India, Japan, China, Brazil, Germany and other countries, is intrinsic to the SMBA program. Sustainability topics are integrated into each course offering, and hands-on learning with local and international companies is part of the program.

NEW UNDERGRADUATE MANAGEMENT MAJOR EMPHASIZING PRME PRINCIPLES

The new Management program at the Palumbo-Donahue School of Business provides students with the knowledge and skills to:

- Analyze complex business situations and make ethical decisions that lead to a high level of corporate financial and social performance;
- Motivate and manage people and communicate the knowledge of how to do so to others;
- Create sustainable policies and practices that benefit business organizations and society;
- Develop cooperative relationships with multiple stakeholders, particularly with all levels of government; and
- Become a leader in business organizations and the community.

KEY COURSES IN THE 24 CREDIT PROGRAM INCLUDE:

Foundations in Leadership (MGMT 451) – This course is designed to provide students with an overview of topics and experiences relevant to the development of one's individual leadership potential. A primary goal of this course is to show how effective leadership can be nurtured and developed in individuals.

Global Business, Government and Society (MGMT 365) – Using stakeholder theory as a framework, this course seeks to inform students of the strategies and tools needed to manage the social, ethical, political, global, technological and ecological environments and the stakeholder associated with these environments.

Sustainable Enterprise (MGMT 455) – Drawing insights from the fields of psychology, sociology, business, and biology, this course explores the many definitions of sustainability and develops long-term solutions to some of the big environmental problems faced by business organizations today.

ELECTIVE COURSE FOR THE NEW MANAGEMENT MAJOR:

Social Entrepreneurship (MGMT 462) – This course seeks to familiarize students with the different theoretical frameworks and models of social entrepreneurship and help students develop a deeper appreciation for the role of businesses as agents of positive social change.

SUPPLY CHAIN MANAGEMENT COURSES

Strategic Supply Chain Management (undergraduate - SCMG469, and MBA - GRBU669) - contains enhanced coverage of environmental, social and governance topics with a strong focus on the tradeoffs and impact of strategic supply chain decisions on corporate profitability and the environment.

SUSTAINABILITY PRACTICUM

The Sustainability Practicum (Spring and Summer) is the capstone experience of the 12-month MBA Sustainability program — an opportunity to integrate learning from coursework, consulting, international travel and professional development on a systemic level. The course deliverable is a strategic plan for mission-driven change. Focus is on innovation for competitive or reputational advantage.

As part of this engagement, MBA students work directly with client personnel at their offices, reporting to work on an agreed-to schedule. Students conduct primary research to identify problems and opportunities and assess tolerance for change. They will analyze internal/external drivers and risks relative to organizational vision and goals, applying methodologies from across the curriculum, including summer courses in marketing, change and information systems.

Some of the companies and projects our students worked with were:

eLoop - Developing a B2B marketing plan for a new business that specializes in secure data destruction and responsible disposal/recycling of e-waste

evolveEA - Developing a marketing plan for an architectural and LEED certification firm to expand its sustainability practice

Highmark (2 teams)- Assessing employee perceptions of sustainability initiatives and progress; creating dashboard for encouraging engagement

MSA (2 teams)- Developing a formal employee engagement program for enhancing revenue by applying best practices in sustainability for world leader in safety equipment

Pennsylvania Environmental Council - Preparing a formal business plan to launch a for-profit business that will cultivate renewable biomass energy on reclaimed mine land while reducing nutrient runoff in impaired watersheds

Westinghouse Nuclear (2 teams) - Examining costs/feasibilities to develop an opportunity matrix and action plan for zero waste initiatives at eight sites

Actions or activities in the next 12 months include:

- The integration of Life Cycle Assessment software tools within the fall SMBA 511 Sustainable Theories and Models course, a site license for 40 copies of the software within one of our computer labs.
- SMBA Fellows to help faculty conduct research resulting in conference proceedings, case studies, journal articles, and book chapters.

PRINCIPLE 3 - Method

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

DUQUESNE UNIVERSITY'S BEARD INSTITUTE FOCUSES ON ETHICS, SUSTAINABILITY AND RESPONSIBLE FINANCIAL MANAGEMENT

Beard Institute Mission:

The Beard Institute, as a part of the Palumbo Donahue School of Business at Duquesne University, advances the profession of management through the integration of three established disciplines: business ethics, sustainability and responsible financial management. The Institute collaborates with corporate, nonprofit and academic partners to create innovative research and practical strategies that add measurable value to the business community.

The newly created Beard Institute, as part of Duquesne's Palumbo-Donahue School of Business, integrates the disciplines of business ethics, sustainability and responsible financial management in discussions and events that involve faculty, students and the business community. The focus and scope of the institute, named for benefactor and Duquesne alumnus Eugene P. Beard, has grown from The Beard Center for Leadership in Ethics at Duquesne University to The Beard Institute, just as business ethics, finance and sustainability challenges have grown in the global marketplace.

The Beard Institute is advancing the philosophy of management as a profession. The world has changed and business education must change to reflect the knowledge today's graduates need to create winning relationships for their companies and their communities. Successful companies are building sustainability into their strategy in ways that serve their shareholders, at the same time benefiting communities where they operate and responsibly managing the environment.

These issues repeatedly surface not only in visionary projects, but in everyday decisions. Organizations face competing priorities, and managers must make ethical decisions on a daily basis. The sustainability movement has gained strength while responsible financial management has increasingly been emphasized. As these concerns continue to evolve, so must the management profession. The Beard Institute intends to serve as a resource in these three areas to businesses in the Pittsburgh area and beyond.

GRBU 537 & SMBA 534 – Public Affairs Management

This course focuses on understanding the organization's public affairs dimension and the role played by the public affairs manager by enabling students to identify and evaluate key external and internal organizational forces (stakeholders) and environments impacting the organization, *with special attention to the realm of sustainable management*. "Public affairs management" refers to a company's interfacing with a variety of groups, that is, stakeholders, some friendly and others hostile, some inside the company and some outside. The skill with which a firm carries out these interactions can have a great impact on its costs, profits, and reputation. It also can affect the quality of life of all people who fall within the general circle of influence from the largest to the smallest.

GLOBAL STUDY TRIPS

Duquesne's MBA Sustainability program prepares students for leadership development in a highly networked, global marketplace. Our global study experiences introduce students to leading edge business practices and provide face-to-face interaction with the world's leading sustainability experts.

Each year, faculty-led study groups explore countries where businesses, governments and others are addressing pressing social and environmental challenges. Appointments with senior managers from industry, consultancies, and university-led seminars broaden students' technical and cultural understanding and foster future collaboration and partnerships.

2009 Global Study Trips Included:

Japan: Summer 2009

- Course in Global Economics at Rikkyo University, a Tokyo 6 school
- Corporate visits to Panasonic, Toshiba (parent company of Westinghouse), and Mazda
- Cultural experiences in Hiroshima, Kyoto and Tokyo
- Anthropological tour of rural farmlands in Mizusawa

India: Summer 2009

- Course in Global Economics at Saintgits Institute of Management
- Collaboration with MBA students from the International Management Institute
- Corporate visits with Tata Group and Ernst & Young Consulting
- Cultural and educational experiences in Cochin, Kottayam, Kumili and New Delhi.

COURSES THAT INTEGRATE PROJECTS

GRBU 520, Managing a Diverse Workforce - introduced additional work with non-profit organizations for class group projects in the area of diversity planning. The project involves: 1) analyzing what an organization is currently doing in the way of creating an inclusive, diversity-oriented culture, 2) explaining the business case for diversity, 3) providing a series of recommendations and plans as to what steps the organization can take to create a more inclusive, diversity-oriented culture. Students researched and wrote plans for the following organizations: Strong Women, Strong Girls, The YMCA in Oakland, PA, The Community Care Pregnancy Center in Homestead, PA, The Oncology Nursing Society, and Gwen's Girls.

MKTG 374, Research Methods in Marketing - students partnered with local companies to share critical marketing ideas. Recent client companies included: Krispy Kreme, Burger King, Pittsburgh Pirates, and Revlon.

DISTINGUISHED ETHICS SPEAKER SERIES

Offered semi-annually, the Beard Institute sponsors the Distinguished Ethics Speaker Series. This series brings together students, faculty and invited guests from the regional business community to explore a variety of ethical and community issues and encourages an in-depth reflection on problems of human values in contemporary society.

The Fall speaker was Wayne Kostroski founder of Taste of the NFL. It started in 1992 in Minnesota, the site of Super Bowl XXVI, when he founded TNFL to create a national platform to address the needs of the hungry and homeless. The group's Party with a Purpose® has become a coveted event of Super Bowl week, taking place the night before game day. It brings together top chefs (one from each NFL city) and a current or alumni player from each NFL team to feed and entertain guests throughout the evening. All proceeds support local and national hunger organizations.

The Spring speaker was the Mayor of Braddock, PA, John Fetterman, who spoke on “Revitalizing Braddock: Ethics in Leadership. As mayor of a once thriving steel town, Fetterman has three goals for the betterment of Braddock: improve the quality of life for the younger residents, attract “the kind of outside energy, ideas and interest from the artistic, urbanist, and creative communities,” and “subvert the \$2.4 billion Mon-Fayette Expressway designed to run through the middle of Braddock.” Mayor Fetterman was an AmeriCorps volunteer in Braddock in the 1990’s and became Mayor in 2005. As he strives to bring new industry to Braddock, Mayor Fetterman also endeavors to make his town a more attractive place to work and to live.

EMERGING WOMEN’S LEADERSHIP CONFERENCE

The Emerging Women's Leadership Conference provided high-potential women with an opportunity to develop their business and leadership skills. The Conference was supported by Bayer Corporation, Heinz and United States Steel Corporation. Conference attendees were sent by regional companies including Bayer Corporation, EQT, Heinz, Giant Eagle, GlaxoSmithKline, PNC, United States Steel Corporation and Westinghouse. Senior-level executives from each organization listened to the attendees’ presentations on the final day of the conference. Approximately 23 participants attended the three-day conference.

PRINCIPLE 4 - Research

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

THE PALUMBO-DONAHUE FACULTY CONSISTENTLY DRIVE THE MESSAGE OF THE TRIPLE BOTTOM LINE – ENVIRONMENTAL, FINANCIAL, AND SOCIAL RESPONSIBILITY – THROUGH ITS SCHOLARSHIP, TEACHING AND ORGANIZED EVENTS.

Duquesne business faculty represent a passionate, globally engaged group of teachers, scholars and practitioners from diverse backgrounds. Our faculty members travel widely in corporate, non-profit and research circles. They also maintain broad business networks through consulting, entrepreneurial and board activities. This exposure to cutting-edge ideas and practices informs their research and teaching.

Duquesne business faculty bring a world of knowledge, experience and research to the challenge of preparing the next generation of business leaders. That our faculty have answered the call to create a fully-integrated MBA Sustainability degree is a testament to their dedication and passion.

Faculty published twenty articles and made ten conference presentations from January 2009 through June 2010 in the areas of environmental, financial and social responsibility.

PUBLISHED ARTICLES

Saban, K. (2009). "The Impact of Trust on Business Sustainability." 1st Annual International Conference on Sustainable Enterprises of the Future, Robert Morris University, Pittsburgh, PA.

Borenstein, J., Drake, M., Kirkman, R., & Swann, J. (2009). *The Engineering and Science Issues Test (ESIT): A Discipline-Specific Tool for Assessing Moral Judgment*. Science and Engineering Ethics.

Dana, L., Welpel, I., & Ratten, V. (2009). *Community, social and societal entrepreneurship: Towards a future research agenda*. Entrepreneurship & Regional Development.

Drake, M., Gerde, V., & Wasieleski, D. (2009). *Socially Responsible Modeling: A Stakeholder Approach to the Implementation of Ethical Modeling in Operations Research*. OR Spectrum.

Kelly, M. (2009). *Sustainability Across the Curriculum_Pedagogical Approaches within an AACSB Institution*. 2009 Society for Advancement of Management Conference.

Kelly, M., & Guiler, J. (2009). *A Sustainability Review of Non Traditional Work Arrangements_Nibble Mouse, Who's That Parked Down From My House?* 2009 Society for Advancement of Management Conference.

Wasieleski, D., Hayibor, S., & Nickerson, S. (2009). *Evolutionary Psychology: Towards a Unifying Paradigm for Business Ethics Research Across Levels of Analysis*. Business Ethics Quarterly.

- Weber, J. (2009). *Assessing the Integration of Ethics across the Business Schools' Curricula: A Longitudinal Assessment*. In *Toward Assessing Business Ethics Education*.
- Weber, J. (2009). *Assessing the 'Tone at the Top': The Moral Reasoning of CEOs in the Automobile Industry*. *Journal Of Business Ethics*.
- Weber, J., & Gerde, V. (2009). *A Model to Audit a Company's Ethics and Compliance Program* *Ethikos*.
- Weber, J., & McGivern, E. (2009). *A New Methodological Approach for Studying Moral Reasoning Among Managers in Business Settings*. *Journal Of Business Ethics*.
- Weber, J. (2009). *Using Exemplary Business Practices to Identify Buddhist and Confucian Ethical Values Systems*, *Business & Society Review* (Vol. 114, pp. 511-540).
- Weber, J., & Marley, K. (2009). *In Search Of Stakeholder Salience: Exploring Corporate Social and Sustainability Reports*, *Business And Society*.
- Ciletti, D., Lanasa, J., Ramos, D., Luchs, R., & Lou, J. (2009). *Sustainability Communication in North American Professional Sports Leagues: Insights from Website Self-Presentations*, *International Journal of Sport Communication* (Vol. 3).
- Curkovic, S., & Sroufe, R. (2009). *Using ISO 14001 to Promote a Sustainable Supply Chain Strategy, Business Strategy and Environment*.
- Sroufe, R.P., Lebowitz, J., and Sivasubramaniam, N., "Are You a Leader or a Laggard? HR's Role in Creating a Sustainable Culture," *People and Strategy*, Vol. 33, No. 10, 2010.
- Montabon, F.L., Sroufe, R.P., Melnyk, S., "Integration of Environmental Management into Manufacturing Planning," *Production and Inventory Management*, accepted, 2010.
- Sroufe, R. P., Lebowitz, J. and Sivasubramaniam, N., "HR's Role in Cultivating Sustainability: What are We Waiting For?" submitted, *People and Strategy*, Accepted Fall, 2009.
- King, R., Hartzel, K., Schilhavy, R., Melone, N., & McGuire, T. (2009). *Social Responsibility and Stakeholder Influence: Does Technology Matter During Stakeholder Deliberation with High Impact Decisions?*, *Decision Support Systems*.
- Sroufe, R.P., "The Integration of Real World Student Projects into a Sustainable MBA Program." *Management Education for Global Sustainability*, Charles Wankel, St. John's University, New and James A. F. Stoner, Fordham University, editors. Vol. 8 in the *Research in Management Education and Development* series IAP Publishers, Charlotte, NC, accepted. 2009.

CONFERENCE PRESENTATIONS

- Sivasubramaniam, N., Meyers, A., Hockley, S., & Sroufe, R. (2009). *Effectiveness of Carbon Mitigation Strategies at the Municipal Level: Application and Extension of MARKAL Models*. Presented at the First U.S. MARKAL/Times Symposium (Sponsored by EPA), Research Triangle Park, North Carolina.
- Chandy, K. Thomas, Wasieleski, D., & Sivasubramaniam, N. (2009). *Neurocognitive social exchange across cultural contexts: An examination of detection of cheating in the presence of political corruption*. Presented at the 2009 National Meetings of the Academy of Management, Chicago, Illinois.
- Sivasubramaniam, N. (2009). *Building a Sustainability Program - Panel Presentation*. Presented at the 2009 National Meetings of the Academy of Management, Chicago, Illinois.
- Baird, P., Geylani Celikkol, P. & Roberts, J. A. "Corporate Social Responsibility and Shareholder Wealth," Presented at the Alliance for Research on Corporate Sustainability Second Annual Conference, Harvard Business School, May 14, 2010.
- Baird, P., Geylani Celikkol, P. & Roberts, J. A. "Corporate Social Responsibility and Shareholder Wealth," Presented at the Pennsylvania Economic Association 2010 Annual Conference, Grove City College, June 4, 2010.
- Weber, J. & Rands, G., "Making Organizations More Sustainable," symposium, International Association for Business and Society, Banff, Alberta, Canada, March 2010.
- Weber, J. & Gerde, V., "Organizational Influences on Individual Ethical Decision Making: The Role of Ethical Work Climate in Military Units," accepted for presentation at the International Society for Military Ethics conference, San Diego, CA, January, 2010.
- Weber, J., & Marley, K., "In Search of Stakeholder Salience: Exploring Corporate Social and Sustainability Reports," Social Issues in Management division of the Academy of Management annual meeting, Chicago, Illinois, August 2009.
- Weber, J., & Greenwood, M., "Corporate Sustainability Reporting as a Research Opportunity," part of the *Building From the Ground Up II: Green Management and Sustainable Enterprise and Why They Matter*, all-academy symposium, Academy of Management annual meeting, Chicago, Illinois, August 2009.
- Weber, J., "Practical Business Ethics Initiatives: Models, Risk and Rewards – the Beard Center for Leadership in Ethics at Duquesne University Story," part of the panel presentation at the Society for Business Ethics annual meeting, Chicago, Illinois, August 2009.

PRINCIPLE 5 - Partnership

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

EXAMPLES OF PRESENTATIONS AND OUTREACH TO EXECUTIVES AND MANAGERS

The following are contributions by Dr. James Weber:

Maher Duessel, Certified Public Accountants, “Practical Talk of Interest to Accountants,” 2009: Government Update - continuing professional education, December 2009.

Western Pennsylvania Association of Corporate Counsel, “Critical Ethical Issues for General Counsels,” continuing legal education workshop, November 2009.

Allegheny County Academy of Trial Lawyers, “Critical Ethical Issues in Business of Interest to an Attorney,” continuing legal education workshop, October 2009.

Bayer, “Sustaining an Ethical Organization: Culture and Strategy as Building Blocks,” presentation to the Bayer MaterialScience Compliance and Risk Management Committee, May 2009.

Consol Energy, “Ethics at CONSOL Energy: The RIGHT Thing To Do,” Executive Management Team, December 2007; Land Management group, February 2008; Supply Chain Management group, March 2008; Land Management group, September 2008 [2]; CNX Gas Land Use Group, May 2009 [3]; Bluefield, WV location, September 2009 [2].

Institute for Management Accountants, “Ethics and Accounting: Not an Oxymoron – Dealing with Ethical Challenges in Managerial Accounting and Financial Management,” two-hour continuing education session, March 2009.

EXECUTIVE MBA WORKSHOP IN BEIJING, CHINA

July 18-19, 2009 Professor Jay Liebowitz conducted an Executive MBA workshop for 25 executives from a state-owned enterprise in Beijing, China on the subject of Human Capital Management.

SUSTAINABILITY NETWORKING FORUM

On March 24, 2010, the School of Business hosted the Sustainability Networking Forum. Professor Jay Liebowitz and Career Services collaborated on the forum. The event was designed to bring together students who are interested in sustainability, environmental stewardship, and “green jobs,” with executives from companies looking to hire people with “green skills.” Representatives from each of the 15 participating companies described their company. Then, the students (and alumni) from Duquesne and other universities in the region joined in the networking forum with the company executives about employment possibilities.

DIVERSITY AND INCLUSION WORKSHOP

Professor Liebowitz conducted a workshop for the Western Pennsylvania Diversity Initiative in June 2010 on Implementing a Diversity and Inclusion Plan for managers in the Pittsburgh region. He also serves on the advisory committee of the Local Government Academy. This organization provides training and guidance to local township governments regarding governance practices, specifically on how to become an “employer of choice.”

MANAGING SUPPLY CHAIN SUSTAINABILITY PRESENTATION

Professor John Mawhinney presented a program titled “Managing Supply Chain Sustainability” to a Pitt-Ohio Customer Advisory Board on April 7, 2010. The presentation included a review of the scope of total Supply Chain Management (SCM), the origin of the sustainability effort, the triple bottom line, the role SCM plays in triple bottom line, and raised awareness that the supply chain carbon foot print extends beyond the walls of the company.

PRINCIPLE 6 - Dialogue

We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.



Over 250 executives, entrepreneurs, business professionals, community leaders, faculty and students attended the third annual Beard Symposium – ***Sustainability: The Bridge to the Future***, where they learned why the best companies are not only interested in making money, they are concerned with what is being referred to as the “triple bottom line,” which includes financial, social and environmental responsibility, all essential performance indicators in today’s business and regulatory environment.

Our line-up of regional and international thought leaders include:

Keynote Speakers

- **Andrew Winston**, Co-author of *Green to Gold* and author of *Green Recovery*
- **Andrew Savitz**, Author of *The Triple Bottom Line* and formerly a lead partner running PricewaterhouseCoopers' sustainability consulting practice

CEO Forum

- **Alcoa**, President and CEO, Klaus Kleinfeld
- **Duquesne Light Holdings, Inc.**, President and CEO, Morgan O'Brien
- **Lennox International Inc.**, Chairman of the Environmental Funders Network, John W. Norris, III
- **Tri-State Coalition for Responsible Investment**, Executive Director, Sr. Patricia A. Daly

20/20 Panel

- **Alcoa**, Vice President of Sustainability and Environment, Health and Safety, William J. O'Rourke
- **Citigroup**, Vice President of Corporate Sustainability, Bruce Schlein
- **Direct Energy**, Senior Director for Climate Change Strategy, Chris Perrault
- **Dow Jones & Company, Inc.**, Editor and Executive Director, John A. Prestbo

DUQUESNE HONORED CISCO SYSTEMS WITH FIRST GREEN TO GOLD AWARD



Duquesne University's Beard Institute presented its first national Green to Gold award at its third annual symposium on sustainability. Cisco Systems was selected as the inaugural Green to Gold award recipient.

The award, named after the popular book by Dan Esty and Andrew Winston, was accepted by Laura Ipsen, senior vice president and general manager of Cisco Systems, Smart Grid. The award recognizes an American company that demonstrates commercial success while implementing sustainable practices. It also gives business students, especially those in the MBA Sustainability program, a good example of a company that exemplifies business ethics and responsible practices.

Cisco was chosen from a list of five finalists through a three-step process. First, companies had to be included in the Dow Jones Sustainability Index and had to garner high scores in the KLD Corporate Social Ratings Monitor. Next, students compared these companies against what Esty and Winston termed in their book as "wave rider" criteria denoting companies that are on the leading edge of sustainability. Third, the students presented their list of five finalists to a panel of academics and professional leaders in sustainability, which together with the students, chose Cisco as this year's recipient.

“Cisco is committed to a high level of environmental responsibility in its operations, product development, solutions and culture,” Ipsen said. “Being green is not only the right thing to do, it helps set us apart in an increasingly competitive global marketplace. Cisco is honored to be recognized by Duquesne University’s Beard Institute for our sustainability efforts. Awards such as this give us further incentive to continue on an environmentally sustainable path.”

MARCELLUS SHALE POLICY CONFERENCE

On May 3-4, 2010, Dr. Robert Sroufe participated as a facilitator in the Marcellus Shale Policy Conference, sponsored by Duquesne University and the Pennsylvania Environmental Conference. Dr. Sroufe and Dean Alan Miciak presented on the unresolved environmental, governmental and management challenges imbedded in the development of the Marcellus Shale formation.

DUQUESNE UNIVERSITY: GREENING AN URBAN CAMPUS

Duquesne University purchased Wind Renewable energy for campus. Besides purchasing renewable energy and generating much of its own electricity for power, heating and cooling, in the last two years, Duquesne has earned a Gold certification under the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) for Commercial Interiors for its recent renovation of the Duquesne Union. The renovated second floor of the building provides students with a sustainable and healthy environment through an increased fresh air flow, additional air filtration system, use of low-volatile organic compound finishes and an extensive green cleaning program.

Duquesne’s commitment to superior environmental stewardship is also reflected in this major renovation through significant reductions in energy and water usage. The renovated space reduces water usage by half through the availability of waterless urinals and public lavatories with infrared-activated electronic faucets. An overall 25 percent reduction in energy consumption is accomplished through an optimized heating, ventilation and air conditioning system, occupancy sensors for lighting and the use of Energy Star-compliant equipment.

Food composting and the feasibility and cost of installing solar panels on some of our existing buildings are two initiatives that Duquesne University is pursuing in the next year. Duquesne is committed to LEED certification for all new construction and significant large renovations. LEED practices are employed in all projects, irrespective of the size of the undertaking.

The University operates a proactive green cleaning program and has grown its recycling and green purchasing initiatives. Additional recycling sites and further education about what can be recycled are planned for the next year’s initiatives.

The U.S. Environmental Protection Agency recognized Duquesne University for the past two years as the Individual Conference Champion for purchasing more green power than any other school in the Atlantic 10 Conference.

KEY OBJECTIVES FOR THE NEXT 18 MONTHS

- The Palumbo Donahue School of business remains committed to the Principles of PRME. The following are key objectives planned for the next 18 months:
- Increase the connection of students with professional associations in their desired career tracks.
- Increase PRME related content in all Graduate Programs.
- Where appropriate, increase Service Learning and Active Learning projects in curriculum.
- Provide incentives and opportunity for faculty to collaborate and connect their disciplines and interests with issues pertaining to responsible management.
- Enhance outreach programming through efforts from the Beard Institute and our Advisory Boards.