



2018
Sharing Information on Progress

**UN Principles for Responsible
Management Education (PRME)**

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



November 14, 2018

PRME Steering Committee c/o Dr. Janus Haertle
Head PRME Secretariat at United Nations Global Compact
Office DC2-612
2 United Nations Plaza
New York, NY 10017, USA

Dear Dr. Haertle:

We hereby reaffirm our support of the Principles for Responsible Management Education by submitting the Elon University SIP report and renewing our commitment as a PRME signatory school.

By renewing our adoption of the Principles, Elon University and Elon's Love School of Business continue to engage in the application of the Principles, to share information on progress annually, and to contribute to the learning experience of the academic institutions participating in the PRME worldwide.

In particular, the Principles serve as our framework of continuous engagement

- to develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy (Principle 1 - Purpose)
- to incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the UN Global Compact (Principle 2 - Values)
- to create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership (Principle 3 - Method)
- to engage in conceptual and empirical research that advances the understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economical value (Principle 4 - Research)
- to interact with managers of business corporations to extend the knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges (Principle 5 - Partnership)
- to facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability (Principle 6 - Dialogue).

Sincerely,

A handwritten signature in black ink that reads "Connie Book".

Connie Book, Ph.D.
President

Introduction

Elon University is committed to sustainability and to serving as a positive example through education, research, and sustainable operations, including reducing greenhouse gas emissions and conserving resources. Elon’s sustainability efforts are nationally recognized and guided by the University Sustainability Master Plan. Updated in 2015, the Sustainability Master Plan is a ten-year plan with four areas of focus: education and research, operations and planning, administration, and engagement. Examples of student-, faculty- and staff-led initiatives include promoting recycling, energy conservation (including geothermal wells and achieving carbon neutrality), alternative transportation, and community engagement.

Since March 2009, Elon University has been recognized as a PRME signatory school. In 2012, 2015 and 2018, Elon University received a STARS Silver Rating (Sustainability Tracking, Assessment & Rating System) from the Association for the Advancement of Sustainability in Higher Education (AASHE).

Since becoming a PRME signatory school, recognition has included: listing in *The Princeton Review’s Guide to Green Colleges* (since its first publication in 2010); 2016 U.S. Department of Education Green Ribbon Schools Postsecondary Sustainability Awardee; APPA’s (previously known as the Association of Physical Plant Administrators) 2016 Sustainability Award; North Carolina USGBC Piedmont-Triad Branch ‘A Green Apple a Day’ award for leadership in sustainability in 2017.

The Love School of Business faculty are major contributors to teaching and conducting research that address Elon’s commitment to strengthening the culture of ethical, moral, sustainable, and socially responsible decision making.

The Love School of Business 2014-2019 Strategic Plan states the following Vision, Mission, and Values:

Love School of Business Vision:

We will prepare our graduates to lead extraordinary lives – with the skills and aspiration to make the future better for the organizations and communities in which they serve.

Love School of Business Mission:

We are leaders in the design and delivery of transformational educational experiences through engaged learning, excellence in teaching, mission-driven applied and pedagogical scholarship, and service, with a rigorous program of study that produces graduates able to provide principled leadership in the global community.

Love School of Business Values:

Excellence. *We believe in the value of intellectual curiosity, rigor, critical thinking, and a shared commitment to excellence in teaching, scholarship, and service that makes a difference in the lives of our students and our community.*

Community. *We believe in the value of an inclusive community and respect the importance and contribution of all. We believe in a culture of service and collaboration and value stewardship, honesty and fairness, and we strive to ensure that these values guide our words and actions.*

Transformation. *We believe in the transformative value of the liberal arts combined with a cutting edge business education in providing the skills, values, and the vision that will enable our graduates to become leaders in the global community.*

2018 PRME SIP Report

The following provides our progress information during 2016 – 2018, covering the areas of academic curriculum, co-curricular activities, and research (PRME Principles 1-4); and partnerships and dialogues with other interested stakeholders on issues related to local and global social responsibility, and sustainability (PRME Principles 5 & 6).

- The Love School of Business Assurance of Learning Process includes course assessments of Corporate Social Responsibility Awareness.
 - Learning Goals: Students will demonstrate the ability to recognize the underlying ethical, legal and sustainability implications inherent in business situations and apply that knowledge to make responsible decisions.
 - Objectives: Students will be able to:
 - Recognize the ethical dilemmas in a business situation and recommend courses of actions to address the issues.
 - Identify legal issues in a business situation and develop strategies for compliance.
 - Recognize the environmental and social impacts of business decisions and recommend appropriate sustainable practices.

- Examples of Love School of Business course-embedded values of sustainability, corporate citizenship, and global social responsibility.
 - Legal and Ethical Environment of Business.
 - Accounting, Finance, and Economics: triple bottom-line reporting, corporate governance, full cost accounting, and ethical financial behavior.
 - Operations Management and Supply Chain Management.
 - Marketing: applying marketing principles to environmental and social issues rather than sole focus on profit maximization, e.g., alternative fuels and packaging, and recycling.
 - Professional selling: ethics of entertaining clients/partners.
 - Management & Organizational Behavior: ethics, corporate social responsibility and sustainability.
 - Strategy: sustainability/ ethics practices and issues.
 - Innovation & Social Entrepreneurship: cases and competitions.
 - MBA Ethics Inventory: assessments and exercises focusing on ethical and societal implications of organizational decision making.
- Sustainability-Focused or Related courses:
 - Business in the Caribbean: The Cayman Islands (Study Abroad)
 - Conducting Business in the Pacific Rim (Study Abroad)
 - Microfinance, Ethics and Sustainability: Peru (Study Abroad)
 - Business and Culture in the UAE: how the UAE is transitioning from its oil dependency to promote sustainability (Study Abroad)
 - Entrepreneurship for the Greater Good
 - Design Thinking for Triple Bottom Line Innovation
 - Sustainable Development: Opportunities and Challenges
 - Environmental Economics
 - Economic Growth and Development
 - Health Economics
 - Urban Economics and Planning
- Faculty advisors of Honors and Independent Student Research Projects:
 - Honors thesis: Exploring millennials' social media usage and green/sustainable consumption.
 - Research: Environmental ethical decision making: Individual and contextual influences that shape ethical decision intentions related to renewable energy investments and consumption.
 - Research: Using the Dow Jones Sustainability Index to assess an organization's sustainability and corporate responsibility effort.
 - Research: Impact of village savings and loan associations on South Sudanese refugees and Ugandan citizens in northern Uganda.
 - Research: Standing up for their values: Exploring alignment between leading CSR companies' stated values and social advocacy on environmental policy and social issues.

- Examples of co-curricular activities that develop the capabilities of students to be future generators of sustainable value for business, society, and the global economy.
 - LSB co-sponsorship of Elon’s April 2015 Earth Day speaker, Danielle Nierenberg, president of Food Tank, an organization that draws attention to environmentally, socially and economically sustainable ways of alleviating hunger, obesity and poverty.
 - LSB co-sponsorship of Elon’s April 2016 Earth Day speaker, Eileen Claussen, founding president of the Center for Climate and Energy Solutions: “Tackling Climate Change.”
 - LSB co-sponsorship of Elon’s Periclean Class “People Planet Profit Business Summit” (2016).
 - “Fight for freedom in Ukraine” – Investigative journalists from the Ukraine provided current insights on Ukraine, the prospects of returning Crimea back to Ukraine, and their experiences in fighting corruption in Ukraine (2016).
 - LSB – Ethics Town Hall: “All the Queen’s Horses”. Documentary about the largest (\$53 million) US municipal fraud in US history (2016).
 - LSB co-sponsorship of Elon’s April 2017 Earth Day Speaker, Dr. Robert D. Bullard, Distinguished Professor of Urban Planning and Environmental Policy, Texas Southern University.
 - LSB-Beta Gamma Sigma co-sponsorship of panel, “Intersecting Roles of the EPA and Business”, with Dr. Stan Meiberg, former EPA Acting Deputy Administrator.
 - LSB co-sponsorship of Elon’s April 2018 Earth Day Speaker, Dr. Stan Meiberg, former EPA Acting Deputy Administrator.
 - LSB co-sponsorship of Elon’s April 2019 Earth Week speaker will feature Dr. David W. Orr, the Paul Sears Distinguished Professor of Environmental Studies & Politics, Emeritus of Oberlin College.
 - Student annual participation in national and international business case competition programs, including the International Dalhousie Ethics Case Competition, the Eller Ethics Case competition, and the Elon-Deloitte Ethics Case Competition.

- Examples of educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
 - The Doherty Center for Innovation, Creativity, and Entrepreneurship focuses on experiential education, teaching entrepreneurial design thinking and preparing students for success as business and social entrepreneurs. The Doherty Center positions students for success in the pursuit of exceptional economic and social progress on a global scale.

The Doherty Center also hosts the annual Newhall Lecture Series and speakers, including Paul Saginaw (co-Founder of the Ann Arbor, Michigan Zingerman’s Delicatessen), Craig Dubitsky (founder of Eos and Hello products), and Kara Goldin, (founder and CEO of Hint Water, Inc.). In addition, the Center organizes

conferences on Women in Entrepreneurship (WE Do!) and Black Entrepreneurship, and collaborates with the Poole School of Management at North Carolina State University to connect students with the B-Corp community.

- The Elon University Medal for Entrepreneurial Leadership is awarded annually to a business leader who has built a successful business, contributes to their local community, and epitomizes the values of Elon University. Recent recipients have included:
 - Mohammed Yunus, founder of the Grameen Bank and Nobel Peace Prize winner
 - Patrick G. Awuah Jr., President of Ashesi University in Ghana
 - Guy Harvey, marine wildlife artist who uses proceeds to support marine wildlife conservation and oceanic research projects
 - Alexander Julian, major award winner as a Fashion and Furniture Designer
 - Lois DeJoy – developed New Breed Logistics into a leading contract logistics solutions provider
 - Mitch Kapor, a Silicon Valley pioneer and investor, Partner at Kapor Capital and the Kapor Center for Social Impact.

- Creation of an Entrepreneurship Major and Minor which includes a course, “Entrepreneurship for the Greater Good”. The course provides students with an inside view of how entrepreneurial thinking about triple-bottom line endeavors (economically feasible, socially beneficial, and environmentally positive) can be applied in many environments, including sustainability, social ventures, nonprofits, corporate ‘intrapreneurship’, investment firms, and new ventures. Recent activities included vertical farming and campus food collections.
- The LSB Shanghai, China Center Abroad: students completed a social entrepreneurship plan and helped implement strategies to assist struggling Shanghai business vendors grow their businesses.
- The LSB Honor Roll for Social Responsibility was established in 2012 to recognize undergraduate business students who volunteer in our community and complete at least 20 hours of confirmed community service for a non-profit organization or for an organized community activity during fall or spring semester. The total number of Honor Roll members is now 496 students.
- Incorporating Business Ethics and Sustainability into a Legal Environment course.
- Supply Chain Management case studies of Asian approaches to ethical and quality management.
- Operations improvement projects for companies, including Luxfer, Sandvik, LabCorp, Carolina Biological Supply, Aramark.
- Management of Sustainable Enterprises. Students worked with North Carolina stakeholders who are developing an NC “Bio-Generative” Economy. Student research focused on the (1) introducing industrial hemp to NC agriculture, manufacturing, and consumer markets and (2) collecting waste cooking oil for local processing as bio-diesel fuel for school buses.

- Integrated Marketing Communications and service-learning engagement.
 - Examining Sustainability as an Innovation Driver for Local and Global Enterprises.
 - Panel discussions with local entrepreneurs, focused on innovation and sustainability.
 - Across the LSB curriculum: cases, videos, speakers, podcasts, and skype talks on ethics, CSR, and sustainability in national and international business, e.g., Interface Carpet, Wal-Mart, Malden Mills, Nike, Tom's Shoes, Tom's of Maine; and conducting Triple Bottom Line Analysis and Life Cycle Analysis.
- Faculty Research: the LSB faculty 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.

Examples of LSB faculty presentations and publications since 2012:

- **Aiken, A.L.**, Ellis, J.A., Kang, M. (2017). Do Politicians 'Put Their Money Where Their Mouth Is?' Ideology and Portfolio Choice (November 26, 2017). Available at SSRN: <https://ssrn.com/abstract=2851881> or <http://dx.doi.org/10.2139/ssrn.2851881>
- Alexiou, K., Moulick A., **Dowin Kennedy, E.**, Parris D. (2018). Strategic social venturing: Examining employee compensation within enterprising nonprofits. *Academy of Management Annual Meeting*, Chicago, IL. 10-14 August
- **Benson, C.**, Cooney, T., **Palin, G.**, Farrell, K. (2012, June). *Agents of Change: Using Transformative Learning Theory to Enhance Social Entrepreneurship Education*. Presented at the International Council for Small Business 2012 World Conference, Wellington, New Zealand.
- **Benson, C.** (2012, August). *Academy of Legal Studies in Business National Conference*, Kansas City, Missouri "Experiential and Applied Ethics: Implementing Ethics Consulting Projects in a Legal Environment Course."
- **Das, J., DiRienzo, C., Lanier, D., Rich, C.** (2013). Anti-Human Trafficking Policies and Freedom of the Press: A Cross-Country Study. *International Journal of Management and Marketing Research*, 2, (6), 1-10.
- Dilchert, S., **Mercado, B. K.**, Ones, D. S. (2017, May). *Facet- and factor-level relationships between personality and multidimensional green work behaviors*. Poster presented at the annual conference of the European Association of Work and Organizational Psychology, Dublin, Ireland.
- **Dowin Kennedy, E.** (2018). Creating community: Understanding the development of a locally oriented entrepreneurial community. *Academy of Management Annual Meeting*, Chicago, IL. 10-14 August.

- **Dowin Kennedy, E.**, Beaton, E., Haigh, N.L. (forthcoming). Governance practices for increasing social impact among hybrid social ventures and traditional firms. Bills, D. & Rochester, C. (eds.). *International Handbook on Hybrid Organizations*. Edward Elgar.
- **Hodge, S.K.**, (2012, November). *How to Facilitate Social Entrepreneurship at University Campuses*. Presented at the Social Entrepreneurship and Education Consortium International Workshop, Bath, England.
- **Islam, T.**, Minier, J., Ziliak, J. (2015). On Persistent Poverty in a Rich Country. *Southern Economic Journal*, 81, (3), 653-678.
- **Manring, S.L.**, (2014). The role of universities in developing interdisciplinary action research collaborations to understand and manage resilient social-ecological systems. *Journal of Cleaner Production*, 64, 125-135.
- **Manring, S.L.** (2015). "The Role of Management Education in Interdisciplinary Collaborations for Sustainable Social-Economic-Ecological Systems" Presented at Academy of Management Annual Conference, August 8, 2015. Vancouver, BC.
- **Manring, S.L.** (2016). Research Presentation: "Become a Leader in Social-Economic-Ecological Transdisciplinary Analyses and Collaborations for Sustainable Development". Presented at the Lilly Conference on Evidence-Based Teaching and Learning, October 20-22, 2016, Traverse City, Michigan.
- **Manring, S.L.** (2017). "The Role of Management Education in Transdisciplinary Collaborations for Sustainable Social-Economic-Ecological Systems". Chapter 14 in *Handbook on Sustainability in Management Education: In Search of a Multidisciplinary, Innovative and Integrated Approach through University Leadership, Scholarship and Partnerships*. Edward Elgar Publishing, Inc. 2017.
- **Manring, S.L.** (2017). Research Presentation: "Sustainability Education: At the Interface of Research, Scholarship & Collaborative Leadership". Presented at the Academy of Management Annual Meeting, August 4 – 8, 2017, Atlanta, Georgia.
- **Manring, S.L.** (2018). Research Presentation: "Student-Community Partnerships for Local Social, Economic, Environmental Sustainable Development". Presented at the Lilly Conference on Evidence-Based Teaching & Learning, January 4-6, 2018, Austin, Texas.
- Moulick, A.G, Parris, D., Alexiou, K., **Dowin Kennedy, E.** (2017). Strategic Social Venturing. *Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference*. Grand Rapids, MI, 16-18 November

- Parris, D., Alexiou, K., **Dowin Kennedy, E.**, Margaret Linnane. (2018). Start with what you have: When a hurricane's ill winds shape a serial entrepreneur's path to changing. *Organizational Dynamics*.
- Parris, D., Alexiou, K., **Dowin Kennedy, E.**, Linnane, M. (2017). Unintended Consequences of a Charity Mindset: Exploring Strategic Social Entrepreneurship as a New Revenue Model for Social Ventures. *Sustainability, Ethics, & Entrepreneurship Conference*. San Juan, Puerto Rico. 27 Feb -2 Mar.
- Schminke, M. J., Caldwell, J., Ambrose, M. L, **McMahon, S. R.** (2014). Better than ever? Employee reactions to ethical failures in organizations, and the ethical recovery paradox. *Organizational Behavior & Human Decision Processes*, 123, 206-219.
- **Stevens, E., Buechler, S.** (2013). An analysis of the Lehman Brothers code of ethics and the role it played in the firm. *Journal of Leadership, Accountability, and Ethics* (10)1, 43-57.
- **Tadros, H.** (2015). "Disclosure Determinants of non-Financial Environmental Performance Indicators", Presented at the American Accounting Association Annual Meeting, Chicago, Illinois, August 7 - 12, 2015.
- **Tadros, H.**, Magnan, M. (2017). The Effect of disclosure regulation and guidelines on the Association between environmental disclosure and environmental Performance. Presented at the American Accounting Association: 2017 Southeast Region meeting in Miami, FL and received the Best Public Interest Paper Award.
- **Tadris, H.**, Magnan, M. (2017). Reexamining the association between environmental disclosure and environmental performance. Presented at the American Accounting Association: 2017 Mid-Atlantic Region meeting in Arlington, VA (Forum session).
- **Tiemann, T.**, Miller, P. (2013). Reducing Sprawl, Riding the Bus and Losing Weight in America. *Spaces and Flows: An International Journal of Urban and ExtraUrban Studies*,3.
- **Tolmie, C.** (2014). "Values and Governance and Policies, Oh My: An Institutional-Stakeholder Perspective on Corporate Social Responsibility," (2014). Presented at the Academy of International Business Southeast USA Chapter Conference, Atlanta, GA, October 2014.
- **Tolmie, C.**, Singh, N., Park, Y., Bartikowski, B. (2014). "Green Firm Specific Advantages for Enhancing Environmental and Economic Performance," *Global Business and Organizational Excellence* (2014).

- **Tolmie, C.**, Coble, K. (2014). “We are the Good Actors, You are What’s Wrong with the World: Viewing CSR through Diverse Cultural Backgrounds”. Presented at the Academy of *International Business Southeast Conference* (2014).
- **Valle, M.**, Kacmar, K. M., Zivnuska, S. (2015). Political environments and ethical behavior. *Proceedings of the 2015 Annual Conference of the Southern Management Association*, St. Petersburg, FL, 96-126.

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