Sharing Information on Progress Report (SIP) for 2016 and 2017
Letter of Renewed Commitment to the Principles of Responsible Management Education

January 18, 2018

PRME Steering Committee
c/o Jonas Haertle, PRME Secretarial
United Nations Global Compact Office
685 3rd Avenue
New York, NY 10017

Dear Members of the PRME Steering Committee:

On behalf of the faculty and staff of the College of Business at James Madison University (JMU), I am pleased to submit our Sharing Information on Progress Report. Preparing this report has provided an opportunity as a College to reflect on how we are addressing the Six Principles of Responsible Management Education and what we have accomplished relative to PRME over the past few years. It also has provided an opportunity to reflect on the actions and programs we still need to pursue.

The following pages describe many of our recent initiatives and outline plans for the future. You will read about how we regularly engage our students in curricular and co-curricular activities that make the difference in the local and larger world community. We infuse ethics and social responsibility throughout much of our curriculum, and our faculty engage in research on those topics, as well as on topics related to environmental stewardship and sustainability. Students engage in high impact experiential learning, both at home and abroad. As a college community, we practice what we teach and regularly engage in dialogue on related topics.

JMU is committed to being “The National Model of the Engaged University: Engaged with Ideas and the World.” An important way for the College of Business to support that vision is by ensuring our graduates leave our programs understanding their role in environmental stewardship and corporate social responsibility. Continuing to be a PRME signatory complements this goal.

Sincerely,

Mary A. Gowan, Ph.D.
Dean and Kenneth R. Bartee Endowed Professor
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JAMES MADISON UNIVERSITY (JMU) AND THE COLLEGE OF BUSINESS (CoB): A SHORT OVERVIEW

JMU, founded in 1908 as the State Normal and Industrial School for Women, is a public university located in the Shenandoah Valley of Virginia. The majority (92 percent) of the more than 22,000 students enrolled are undergraduate students. The University offers 133 degree programs, has high retention rates, and a 16:1 student to faculty ratio. Around 25% of the students complete study abroad experiences. JMU was included in “The Princeton Review's Guide to 361 Green Colleges” in 2016.

In July 2012 Jonathan Alger became JMU’s sixth president. Mr. Alger has led the university in a comprehensive strategic planning process resulting in clarity of focus and mission. He is currently leading the silent phase of JMU’s largest ever capital campaign. The campaign includes a new facility for the College of Business as a priority. JMU has embarked on a mission to become “The National Model for the Engaged University, Engaged with Ideas and the World.” JMU will accomplish this goal through a focus on engaged learning, community engagement and civic engagement.

The College of Business has played an instrumental role in JMU’s transformation during the past half century. In its current configuration, the College of Business includes the School of Accounting; School of Strategic Leadership Studies; the Hart School of Hospitality, Sport, and Recreation Management; and the Departments of Computer Information Systems and Business Analytics, Economics, Finance and Business Law, International Business, Management, and Marketing. All of the academic programs except the Hart School and the School of Strategic Leadership Studies, a boutique Ph.D. program focused on post-secondary education, nonprofit and community development, and organizational science, are AACSB accredited. The School of Accounting has separate AACSB accreditation. The computer information systems program is ABET accredited. The School of Accounting has separate AACSB accreditation. The computer information systems program is ABET accredited.

Thirty-two percent of the full-time faculty are female and 19 percent represent minority groups (African-American, Native American, Hispanic, Pacific Islander). Additionally, home countries of faculty in the College include China, Germany, India, Iran, Jordan, Lebanon, Pakistan, Russia, Turkey, and Ukraine.

### Degrees Awarded by the College:

- Bachelor of Business Administration (B.B.A.) in Accounting, Computer Information Systems, Economics, Finance, International Business, Management or Marketing
- B.S. in Economics, Hospitality, or Sport and Recreation Management
- B.A. in Economics
- MBA in Information Systems, Innovation, or Executive Leadership
- M.S. in Accounting or Sport and Recreation Leadership
- Ph.D. in Strategic Leadership Studies
The College also houses the following Centers: Center for Economic Education, Center for Entrepreneurship, Small Business Development Center, Institute for Certified Professional Managers, and the Center for Professional Sales.

Zane Showker Hall, completed in 1992, is the current home of the College of Business. Construction will begin in the summer of 2018 on an expansion and renovation of this facility. The expansion will be LEED certified. The architect's drawing of the new space and renovated Showker Hall is included below. Robert A.M. Stern is the design architect.
PRME 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.

The JMU mission statement is as follows: “We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.” JMU’s vision is “To Be the National Model for the Engaged University: Engaged with Ideas and the World.” The current strategic plan for the university includes 11 Core Qualities with accompanying goals.

Environmental Stewardship and Sustainability Strategic Focus

Environmental stewardship and sustainability have long been a focus at James Madison University. Thus, it is not surprising that two of the goals in the university’s most recent strategic plan address environmental stewardship and sustainability:

Goal 1A: The university will foster student success by providing a holistic learning environment focused on furthering intellectual development as well as education in areas such as teamwork, leadership, collaboration, interpersonal skills, entrepreneurship, ethics, citizenship, sustainability, and service.

Goal 7B: The university will incorporate best practices state-of-the-art classroom spaces, (e.g., LEED Certification), effective use of technology, accessibility, etc., in the renovation and construction of facilities.

JMU has an Environmental Stewardship Action Plan in place and is part of the Association of University Leaders for a Sustainable Future as a signatory on the Talloires Declaration (1990). JMU also is a signatory on Campus Compact’s 30th Anniversary Action Statement. This action statement calls for a shared commitment to the public purposes of higher education. As the strategic goals and these activities indicate, environmental stewardship and sustainability are critical considerations at JMU. (More information is available at: https://www.jmu.edu/stewardship/plans-policies-commitments.shtml.)

JMU has received a number of awards for its environmental stewardship and sustainability efforts. The most recent awards are noted in the sidebar.

Six buildings on campus are LEED certified (one platinum, two gold, and three silver). Wayland Hall was the first renovated residence hall in the country to receive LEED platinum certification.
Other JMU Strategic Goals Related to PRME

A number of other goals in the JMU strategic plan support the principles of responsible management education. Specifically:

- **Goal 1E**: The university will develop programs that are responsive to the needs of the Commonwealth, nation, and the world.

- **Goal 3B**: The university will expand access, building new bridges to cross existing socioeconomic, geographic, learning and/or physical barriers to participation in academic pursuits and campus activities.

- **Goal 3C**: The university will show evidence of a continuously improving environment that is welcoming and inclusive; such that events, messages, symbols, and services express mutual respect.

- **Goal 3F**: The university will infuse a value and culture of diversity into the primary teaching, research, and service approaches of academic units.

- **Goal 5B**: The university will create and strengthen connections that support participation in a global network aimed at achieving mutually beneficial outcomes.

- **Goal 5C**: The university will expand its service provided to the local community, region, and beyond.

- **Goal 7E**: The university will leverage current and emerging technologies in support of collaboration with the community, state, region and the world to deliver quality learning opportunities.

College of Business Strategic Priorities: 2014-2020

The College of Business provides students with the knowledge and experiences that prepare them to be successful and principled business professionals and leaders, and responsible local and global citizens. This focus also supports JMU’s vision to become “The National Model of the Engaged University: Engaged with Ideas and the World.” The JMU Madison Collaborative: Ethical Reasoning in Action, a campus-wide initiative, provides resources we leverage to achieve our goals.

The College recognizes that a rich variety of viewpoints, backgrounds, and experiences in our community expose students, faculty, and staff to multiple frames of reference and different opinions, and, more importantly, fosters creativity and innovation. Additionally, every graduate of our programs should be prepared to pursue a business or management career in a global context. Achieving this goal requires exposure to, and appreciation for, other worldviews. Expanding our global initiatives within the College has been a critical focus for us over the past few years.

Overall, as we increase our focus on corporate social responsibility and environmental sustainability, we provide our students with the knowledge, tools, and framework to address current business and societal issues. They graduate with an understanding of, and appreciation for, the importance of the triple-bottom line of planet, people, and profit.
Strategic Priorities

**Academically Excellent, Career Ready**
- Deliver an exemplary, innovative business education
- Foster a culture of inquiry, scholarship, and professional practice

**Locally Engaged, Global Mindset**
- Develop principled and socially-responsible decision makers and citizens
- Create a global mindset and culture of inclusion

**Nationally Known, Future Secure**
- Attract and retain faculty, staff, and students committed to student learning and intellectual growth
- Build a sustainable resource base appropriate for a nationally recognized College of Business

Noted in the sidebar are objectives related to these priorities that directly relate to PRME.

Every two years, the academic leadership of the College identifies priorities on which to focus to support the strategic plan. The departments, schools, and centers within the CoB prepare annual reports through the university strategic plan reporting system indicating their contributions to the strategic goals. Information from those reports is condensed and built into the college annual report. This final report goes to senior leadership in the College and is available to faculty, staff, and other constituents.

Funding for strategic initiatives comes from the general operating budget, including differential tuition charged for all undergraduate business courses. In addition, funds are available through endowments and annual gifts to the College.

Groups throughout the College take responsibility for various aspects of the plan. For instance, the CoB Diversity Council ensures that a significant number of initiatives take place related to diversity each year. These include the Martin Luther King Day of Service and poster sessions at the JMU Annual Diversity Conference. This Council also serves as a resource for the dean when considering new initiatives.

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**PRME-RELATED OBJECTIVES**

1. Develop principled and socially-responsible decision makers and citizens
   - Identify and implement activities designed to increase awareness and understanding of the meaning of personal, academic, and professional integrity and its importance for business professionals and leaders.
   - Provide programs and activities designed to involve students and faculty in being engaged citizens and responsible business professionals.
   - Foster a culture of environmental sustainability throughout the College.

2. Create a global mindset and culture of inclusion
   - Increase opportunities for global experiences and partnerships for students, faculty and staff to broaden their worldview and ability to understand global business issues and opportunities.
   - Develop and implement strategies to increase diversity, broadly and narrowly defined, among our students, faculty, and staff to create a richer learning environment and greater innovation in ideas.
   - Incorporate an awareness of and appreciation of diverse viewpoints through curricular and other experiences to prepare students to successfully navigate a multicultural workplace.
College of Business and PRME

The College of Business at JMU became a PRME signatory in January of 2016. The Six Principles for Responsible Management Education correlate well with the College’s strategic plan goals and its values, and the overall goals and values of James Madison University.

The College has a number of programs in place that provide incentives for faculty to engage in activities related to the Principles of Responsible Management Education. Dean’s Impact Awards are made annually to faculty members who demonstrate that their activities (1) go “above and beyond” expectations for normal faculty work and (2) benefit two or more stakeholder groups. The sidebar highlights one recipient of a Dean’s Impact Award, Lecturer Dan Zisk, and the many ways his work relates to responsible management education.

The Summer Research Grant program has prioritized funding for proposals that demonstrate a relationship to corporate social responsibility and sustainability issues. An example of one successful grant is that of Professor Bill Ritchie. His summer grant research on the adoption of environmental standards in marinas resulted in a presentation at the Academy of Management, the leading management professional meeting and a publication.

Additionally, two years ago, the College developed two new Faculty Fellow programs. The first recognizes one faculty member in each department or school within the College who exemplifies the values of the College. The second Faculty Fellow program recognizes three faculty members as follows: Engaged Learning Faculty Fellow, Community Engagement Faculty Fellow, and Civic Engagement Faculty Fellow. The three faculty members receiving these fellowships participate in activities that foster the greater good in and out of the classroom. For instance, the Civic Engagement Faculty Fellow, Professor Marshall Pattie, works with student groups to ensure that students at JMU are registered to vote.

FACULTY SPOTLIGHT: DAN ZISK

Dan Zisk, lecturer in the Department of Management, joined JMU in 2007. He has an MBA degree from the Darden School of Business at the University of Virginia and a Masters of Arts degree in Chinese from Stanford University. Dan has co-authored two peer-reviewed journal articles in the areas of corporate social responsibility and political/economic risk. He has also co-authored a chapter in The Handbook of Experiential Learning in International Business, which consists of a suite of research assignments in international management.

In the classroom, Dan integrates his extensive experience with Coca-Cola China Limited into his lectures. From 2011-2014, Dan was an instructor for MBA 695, Cultural Awareness Experience, and led an international trip to Beijing and Shanghai, China. Dan’s network with Chinese business leaders provided our students the opportunity to interact with executives from companies that would normally not be open to students.
PRME Principle 2: Values

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

In 2014, as part of the strategic planning process, the CoB developed a new mission statement with accompanying vision and values statements.

**JMU College of Business: Mission, Vision and Values**

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<th>Mission</th>
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<tr>
<td><em>The JMU College of Business is a learning community committed to excellence in preparing students to be engaged, principled business professionals and leaders; advancing scholarship in business disciplines; and enhancing organizational performance through our outreach activities.</em></td>
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<th>Vision</th>
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<td><em>To be recognized as a leader in developing collaborative business partners, engaged with ideas and the world.</em></td>
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<th>Values</th>
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<td><strong>Integrity:</strong> We are a community dedicated to honesty, mutual respect, ethical reasoning and responsible behavior.</td>
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<th>Intellectual Growth:</th>
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<td><em>We value academic excellence achieved through the intellectual curiosity and growth of both faculty and students, and through the creation and maintenance of a challenging and rigorous learning environment that encourages critical thinking and life-long learning.</em></td>
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<th>Community:</th>
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<td><em>We value a supportive, inclusive culture where diverse ideas, backgrounds and experiences strengthen our community, contributing to a global and multi-cultural mindset.</em></td>
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<th>Engagement:</th>
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<td><em>We value an engaged, active learning environment inside and outside the classroom. We enrich the student experience through mutually beneficial internal and external relationships.</em></td>
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<th>Innovation/Collaboration:</th>
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<td><em>We value initiative, creativity, collaboration and entrepreneurial spirit. We promote new ideas and solutions that advance intellectual growth and have a positive impact.</em></td>
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As our mission, vision and values suggest, at JMU’s College of Business we are committed to educating our students to understand their role as citizens of a global community. That is why we say that our faculty, staff, and students are “Prepared to Make the Difference.” In the following sections, we describe some of the ways we incorporate the values of global social responsibility into our curricula and co-curricular activities.
Madison Collaborative: Ethical Reasoning in Action

Starting with the entering freshman class in fall of 2013, all incoming students at JMU have participated in an exercise to learn a framework for ethical reasoning that is then reinforced through curricular and co-curricular activities during their time at JMU. Eight key questions make up the core of this framework (see sidebar and visit https://www.jmu.edu/mc/about/index.shtml to learn more about this initiative).

CoB faculty incorporate the framework into their classes. For example, Lecturer Brack Collier teaches business law courses and requires his students to use the Eight Key Questions (8KQs) framework to analyze an ethical problem. He also facilitates “The Rest of the Story” assignment focused on an entrepreneur who created Silk Road. This entrepreneur made millions but is now serving prison time for, among other things, conspiracy to commit murder against one of his own employees. The story details how each choice he made led him down a winding road from ambitious young entrepreneur to convicted felon. At the beginning of class sessions, Professor Collier references timely current events as they are unfolding and encourages students to look for additional news stories that are topical. Examples used in class have focused on companies such as Volkswagen, Wells Fargo, and Equifax.

Students also engage in co-curricular activities using the 8KQs. In 2017, three CoB students represented JMU in the International Business Ethics Case Competition (IBECC) and won second place for their 30-minute presentation. Juniors Simon Hellman, William Furlow and Greta Wolking used the 8KQ framework to answer the question: “Is Facebook’s privacy policy ethical?” Assistant Professor Joe Derby advised the group.

Additionally, two faculty members, Assistant Professor of Marketing Joe Derby and Lecturer of Accounting Susan Ferguson are Madison Collaborative Faculty Fellows. These Faculty Fellows work to bring the 8KQs and ethical reasoning in general into their research, teaching, and co-curricular activities.

Addressing Community Needs

Over the past two years, members of the CoB community have been involved in an impressive list of activities that relate to corporate social responsibility and sustainability. Here are a few examples:

Google Online Marketing Challenge

For ten years, Google hosted an Adwords Online Marketing Challenge open to college students around the world. Hundreds of universities and thousands of students participated over the course of the competition. Marketing Professor Theresa Clarke engaged her students in this competition from the first year until Google ended the competition after the 2017 event. JMU can claim more wins in the competition than any other university in the world, including Global Winner twice and Americas Winner five times. More importantly, early in the life of the competition, Dr. Clarke and her undergraduate and graduate students decided to focus on social impact and adding value for non-profits. As a result, students not only learned a skill that will serve them well in their future careers, they also learned that...
they could use that skillset to make a difference in the life of their community. In fact, over the span of the competition, student wins resulted in Google donating over $85,000 to the non-profits with which the students worked. Clients for 2017 included the Arts Council of the Shenandoah Valley (dedicated to cultivating and promoting arts and entertainment in West-Central Virginia), Cradles to Crayons (a charitable non-profit serving more than 200,000 underprivileged and impoverished children in Boston, Chicago, and Philadelphia) and the Collins Center & Child Advocacy Center (focused on preventing sexual violence and its impact on the community).

**Volunteer Income Tax Assistance (VITA)**

For the 2017 tax season, accounting students from JMU ran a Volunteer Income Tax Assistance (VITA) program and prepared income tax returns for low-to-middle income residents of the local community. This program, offered in conjunction with the IRS, provides free tax preparation and e-file services for Harrisonburg and Rockingham County individuals and families with a maximum income of $54,000. Masters in Accounting students worked with Assistant Professor Ron Cereola as part of a graduate course. Other students and faculty from JMU assisted with various aspects of this important program as well. Students completed over 150 tax returns.

**Brent Berry Food Drive**

As part of the ninth annual Brent Berry Food Drive, faculty, staff and students in the College collected and donated over 10,000 food items to the Salvation Army. Supplies were low this year so these donations were even more important. The College has been a regular participant in this event since its inception. Students donate the food items and then help load them onto the truck. The CoB Diversity Council sponsors the event that helps us all understand that not everyone has sufficient funds to buy much needed and nourishing food. Local first-responders assist with loading the truck each year.

**Mercy House**

Professor of Management Bob Kolodinsky was the recipient of the 2016 Provost’s Award for Community Service for the College of Business based on his work with Mercy House in Harrisonburg, Virginia. Mercy House is a transitional housing shelter. Dr. Kolodinsky serves on the Board of Directors and regularly engages students from his social enterprise course in service learning activities with Mercy House and other non-profits. Student projects include creating a new Facebook site for the Mercy House Thrift Boutique, posting large donated items to Craigslist, sorting donated books, helping promote the new Building Supplies Store and seeking out local businesses to donate or purchase building supplies from the Building Supplies Store. These activities encourage students to think about their role as members of a community larger than their immediate friends and campus.

**Mudoutkit.org**

Students in Professor of Management Bill Ritchie’s supply chain course in fall of 2017 learned first-hand about sourcing, procurement, warehousing, logistics and distribution through project mudoutkit.org. This project taught students critical skills relative to the course while making an important contribution to
hurricane relief efforts following Hurricanes Harvey and Irma. Working in teams, students arranged for and collected donations of tools to clear mud and remove wet walls from flooded homes for Samaritan’s Purse, a non-profit located in Boone, NC. By reaching out to local businesses and other organizations and organizing tool drives, the students were able to acquire crowbars, screwdrivers, hammers and first-aid kits to donate. TTI, a company that hires many JMU alumni, donated over $10,000 worth of tools through its Milwaukee Tools and HART subsidiaries. The JMU community and ACE Hardware in Elkton, Virginia, donated another $1,000 worth of tools and an additional $1,000 tool donation came from student clubs at Liberty University, Lynchburg, Virginia.

**Fostering Economic Development**

*Center for Economic Education (CEE)*

Since 1972, the Department of Economics has hosted the Center for Economic Education in partnership with Shenandoah Valley Economics Education (SVEE), a community-based 501(c)(3) with a mission of promoting economic literacy in the Shenandoah Valley of Virginia. With SVEE funding, the Center conducts award-winning teacher training and K-12 school programs. In addition to training workshops and various in-school simulations, the Center sponsors an annual award program to recognize outstanding teachers. A major initiative this year was the “Reading Makes Cents” program which was coordinated with the Virginia Association of School Librarians and Virginia 529. Economics professor William Wood is the Center Director.

*Center for Entrepreneurship (CFE)*

JMU’s Center for Entrepreneurship is a cross-campus center housed in the College of Business. The focus of the Center is on providing a wide-range of resources for students wanting to learn to think entrepreneurially or aspiring to start or grow their own venture. The CFE held its first Summer Venture Accelerator in 2017 and was able to providing funding for nine student ventures. The City of Harrisonburg Economic Development Program provided support for one of the teams. As the Center expands its activities, it will be looking to place students as interns in local start-ups. In addition, the CFE encourages student ventures to stay in the area to help grow the economy. The CFE sponsors Entrepreneurship Faculty Fellows (EFFs) from each of the colleges on campus and supports the work of the Fellows in expanding entrepreneurship beyond the CoB, including social entrepreneurship. Several of the EFFs are working together to co-lead a course called Hacking for Social Justice that uses entrepreneurial thinking skills to address social justice issues.

**CYBER DAY 2017**

In partnership with On the Road Collaborative, a local non-profit youth empowerment program, the College of Business hosted the latest CyberDay on Saturday, October 21. Fifteen students from Skyline Middle School participated, gaining a first-hand look at opportunities in STEM (science, technology, engineering and math) fields.

Students created a small computer animation story using Alice, a software package developed by Carnegie Mellon University, and participated in team innovation activities where they made enhancements to a process that allowed them to do an activity faster and more efficiently.

JMU has been hosting Cyber events for more than 10 years. The program goal is to promote diversity in STEM fields which have traditionally not done well attracting women, people of color, and first-generation college students. Last year, 95 students participated in the program.

Professors of Computer Information Systems Tom Dillon and Diane Lending, along with retired professor Harry Reif, work with the CyberDay program and involve JMU students and other faculty.
**Shenandoah Valley Small Business Development Center (SVSBDC)**

During the past year, the SVSBDC served over 200 small business clients in one-on-one sessions and hosted more than 500 participants in workshops and seminars addressing business challenges. The Center also included students from several management and other courses in working on projects with their clients. Along with other funding, the Center received a $25,459 grant from the United States Small Business Administration for an Inclusive Entrepreneurship Initiative to serve immigrant and minority businesses in their service region. Joyce Krech is the Center Director.

**Alliance for Nonprofit Partnership**

The Alliance is a community of local nonprofit organization representatives who work collectively to increase the community’s awareness of local nonprofit services, advocate on behalf of local nonprofits and promote collaboration among local nonprofits. The School of Strategic Leadership Studies in the CoB has strongly aided the development of the Alliance since the organization’s inception in 2013. Two faculty members participate as steering committee members, and one doctoral assistant serves as the program administrator.

**Creating Global Awareness**

**Virginia International Trade Initiative (VITAL)**

For the past two years, students in Professor Marion White’s international business courses have worked with local companies to assist them in exploring opportunities to expand globally through VITAL. The Virginia Department of Economic Programs sponsors the program. Students most recently worked with three local companies: TSSI, The Watchman Stove Company, and Blue Vigil. Students researched potential export markets and designed an export plan for each company that was feasible and implementable. JMU is a university partner for the VITAL program and the only university partner to have exclusively undergraduate participants.

**Study Abroad Opportunities**

Increasing students’ global awareness can happen in campus classrooms but happens more fully as students study abroad. Below are some of the CoB study abroad programs. Many other options are available through the university. Each program is designed to broaden awareness of cultural and economic issues.

- MBA 695 Cultural Experiential Learning – Led by Professors Wilson Liu and Matt Rutherford, MBA students traveled to Beijing and Shanghai, visiting various businesses while in China and conducting a consumer field study.

As part of the Panama-Columbia Global Supply Chain/Logistics Study Abroad program, Associate Professor of Marketing Mert Tokman engages students in a three-phase collaborative project that raised $7,000 to benefit Panamanian and Columbian orphanages over the past two years. Prior to the travel abroad, students utilize social media marketing and social entrepreneurship concepts to raise funds for a Columbian orphanage through pre-sales of Panamanian indigenous handicrafts.

While studying in Panama, students engage with a Panamanian indigenous jungle tribe to purchase the pre-sold handicrafts. This activity represents a significant contribution to the small tribe’s economy. Students then learn to navigate international logistics for shipping products from Panama back to the U.S. buyers. While studying in Columbia, students visit Marko (Columbian version of Costco) and use profits from the project to purchase necessities for the orphanage. The culmination of the experience is a visit to the orphanage.
• BLAW 497 Short Term Study Abroad – Students travel with Lecturer David Parker to Geneva, Paris, The Hague and Brussels, visiting the EU, local courts, the WTO, and other institutions, agencies, and cultural sites
• CIS in Europe Summer Abroad - Led by Lecturer Carey Cole, students traveled to Maynooth and Galway, Ireland, participated in a remote case study sponsored by Deloitte and visited Accenture and KPMG in Ireland
• Web Design in Europe – Another CIS course led by Dave Jones, IT Coordinator for the CoB, Web Design in Europe included time in Galway, Ireland and Saarbrucken, Germany with trips to Dublin, Ireland and Paris, France
• Semester in Antwerp Program - Over 30 students each semester (including summer) participate in the COB 300 Integrative Business Functions course taught in conjunction with the University of Antwerp in Antwerp, Belgium
• Hart School - Sport-for-Development and Baseball, Dominican Republic, led by Associate Professor David Shonk

International Training Group (ITG)

Faculty members in the Department of Management regularly collaborate with JMU’s Center for International Stabilization and Recovery (CISR) to plan, develop, and implement management training for senior management personnel working in mine action/ERW centers around the world. ITG members include Professors Paula Daly (coordinator and lead instructor), Marion White, and Matt Rutherford, Lecturers Bob Eliason and Fernando Pargas, and Associate Professor Fariss Mousa.

• In March 2016, ITG members Paula Daly, Fariss Mousa, and Matt Rutherford, along with Associate Professor of Marketing, Mert Tokman, partnered with JMU CISR to participate in the 2016 Regional Senior Managers Course (SMC) in Biograd, Croatia. The Department of State, Office of Weapons Removal and Abatement, provided grant funding to CISR to support this program.
• In May 2016, this group, along with another faculty member from the department, Associate Professor Laura Leduc, participated in the Global Senior Managers Course held on campus and sponsored by grant funding to CISR from the Department of State, Office of Weapons Removal and Abatement. Program participants represented 14 different countries, including Afghanistan, Columbia, Iraq, Laos, Palau, Senegal, and Tajikistan. ITG, with support from the COB, hosted a lunch event for SMC participants, May session COB 487 students, CISR personnel, and management faculty. Drs. Daly and Rutherford also developed and facilitated a joint experiential exercise on stakeholder analysis for SMC participants and COB 487 students.
• Professor Paula Daly collaborated with Suzanne Fiederlein, CISR Associate Director, on a “UXO Lao Training Needs Assessment Report,” submitted to UXO Lao and the Office of Weapons Removal and Abatement, Bureau of Political-Military Affairs (PMWRA).

Curricular Offerings Related to CSR and Environmental Stewardship

All students at JMU are required to learn about natural systems and nature through JMU’s General Education program and have the opportunity to take courses specifically related to sustainability. The following courses are taught in the College of Business and meet the JMU Sustainability Tracking,
Assessment and Rating System’s definition of sustainability courses OR courses that include sustainability.

**Undergraduate Courses:**

ECON 305: Environmental Economics

An analysis of the problems of the environment, their causes and alternative proposed methods of solution. Air and water pollution will be stressed as case studies of environmental problems.

ECON 365: Economic Development

A study of the characteristics of under-development, theories of economic development and the underlying causes for varying standards of living among the world’s people. Considerable time will be spent on studying social and cultural factors that influence economic growth and their potential effect on the economic progress of the less-developed countries.

ECON 405: Political Economy

Evaluation and critique of mainstream and nontraditional economic paradigms. The interaction of economics and politics in the United States as it affects the distribution of wealth and domestic and international economic policies.

MGT 375: Business Ethics and Social Responsibility

This course explores the nature of moral values, moral judgments, and ethical decision and behaviors in modern business organizations. Alternative perspectives of right and wrong will be considered. A highly interactive course, students will analyze and discuss ethics-related current events, case studies, real-world scenarios and common ethical dilemmas in order to improve skills in recognition, understanding and decision-making related to business ethics and social responsibility at various organizational levels.

**Graduate Courses:**

LEAD 710: Advocacy and Voluntarism

This course is designed to enable students to understand the distinction among civic participation organizations and political advocacy.

LEAD 761: Civil Society and the Nonprofit Sector

This doctoral survey course explores the synergy between civil society and the nonprofit sector by tracing the theoretical and historical perspectives of each. The role of cultural and political context in the development of civil society and the nonprofit sector are presented from a leadership perspective through emphasis on voluntary associations and their potential role in fostering social transformations across national and transnational boundaries.

Examples of additional courses or sections of courses that address corporate social responsibility and environmental sustainability issues include:

ACTG 483: International Accounting – discusses use of capital to achieve sustainability and corporate social responsibility reporting requirements of the global Integrated Reporting Council and U.S. Sustainability Accounting Standards

COB 202: Interpersonal Skills – incorporates the 8KQs from the Madison Collaborative

COB 218: Legal and Ethical Environment of Business – includes units on ethics and CSR
COB 487: Strategic Management – incorporates the 8KQs from the Madison Collaborative

COB 242: Managerial Accounting – research on a company’s corporate social responsibility

COB 241: Financial Accounting – includes studies on internal controls and employee fraud

FIN 488: Advanced Financial Policy – includes a case on ethics in finance

MGT 320: Management of Innovation and Technology – includes assignments focusing on using creativity and innovation in business to create solutions to business and societal problems

MGT 340: International Management – includes focus on ethics, social responsibility and sustainability and discusses principles of UN Global Compact
PRME Principle 3: Method

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

Honor Pledge

Students completing the B.B.A. degree enroll in COB 300: Integrative Business Functions once they have completed their progression regressions and are officially accepted into the College. This four-course program introduces students to the functional areas of finance, management, marketing, and operations and supply chain management. Students are required to work in assigned teams to complete a business plan. At the beginning of the semester for COB 300, as part of their orientation to the course, students sign an honor pledge acknowledging the importance of ethical behavior in their academic program. The dean of the college participates in the orientation and challenges the students to live into the values of the College with especial emphasis on the value of integrity.

Student Organizations

Many of our student organization chapters are part of international organizations that include honor pledges and/or statements about the importance of social responsibility in their initiation ceremonies. For instance, students initiated into Beta Alpha Psi (BAP), the accounting, finance, and information systems honor society, take an oath before faculty and students in which candidates pledge themselves to advance high standards in the financial information professions, including the fostering of high moral and ethical standards and behaving responsibly. Faculty who work with these students promote an awareness that, as accounting professionals, the students will be responsible members of society. Likewise, the initiation ceremony for Sigma Iota Epsilon (SIE), the management honor society, includes statements about the professional manager as a trustee of society.

CoB Town Halls

Each semester, the College hosts two Town Halls. These events serve a variety of purposes, but the primary goal is to bring the 150+ faculty from across the College together to discuss salient topics and engage in planning activities. A number of these Town Halls over the past few years have focused on topics related to corporate social responsibility (CSR) and sustainability.

During the 2015 fall semester, Associate Dean Kim Foreman, led a Town Hall designed to engage faculty in thinking about how the College can better incorporate CSR and sustainability topics and activities into our curricular and co-curricular activities. Recommendations included providing financial planning to the community, exploring CSR internships and externships, engaging further with the Center on Service Learning on campus with the possibility of requiring an element of community service as part of the curriculum, and requiring students to more fully examine and learn from corporate CSR policies. Many of these ideas are
now being implemented. For instance, Associate Dean Foreman requires her students in managerial accounting to prepare a report addressing CSR policies of an assigned company and determining if the company is following their policies. Also, the Alternative Spring Break and Service Learning Weekend, both of which are described below, resulted from the Town Hall discussion.

The work groups also addressed environmental stewardship and sustainability. Suggestions include paper reduction, motion sensor lighting, and recycling bins in all classrooms, offices and common areas. Additional ideas to address in the new CoB Learning Complex include water refilling stations, low-flush toilets, LED lighting, and more.

The first Town Hall for fall 2017 involved faculty around the topic of Global Engagement. This Town Hall, led by Associate Dean Molly Brown, provided faculty with information about how to design a global experience and included small group discussions around the following topics. How to:

1. Develop and implement new study abroad experiences
2. Leverage international students and international faculty to enhance global awareness
3. Ensure search committee efforts include a diverse applicant pool
4. Work with admissions to increase diversity of students
5. Support work of diversity councils
6. Engage students and faculty in more service learning opportunities in the community

The second Town Hall for fall 2017 focused on civic engagement and was led by JMU’s new Director of the Center for Civic Engagement and the CoB Civic Engagement Faculty Fellow Marshall Pattie. A panel of faculty discussed programs they led. Faculty then were given the opportunity to work in small groups to brainstorm how they could better incorporate civic engagement in their curricular and co-curricular activities. This program led to lively discussion among the faculty who were already sold on the concepts and those who saw it as not fitting their courses.

**Cross Campus Partnerships – Wind Energy Competition**

JMU faculty from the College of Integrated Science and Engineering and Assistant Professor of Management, C. K. Lee are working with students from multiple disciplines as part of the U.S. Department of Energy 2018 Collegiate Wind Competition. The competition challenges undergraduate students to design a wind turbine based on market research, develop a business plan to market the product, build and test the turbine against set requirements, and demonstrate knowledge of siting constraints and location challenges for product installation. The objective of the Collegiate Wind Competition is to prepare students from multiple disciplines to enter the wind energy workforce. Professors Jonathan Miles (ISAT), Keith Holland (ENGR), and Paula Daly (MGT) were awarded a $20,000 grant by the U.S. Department of Energy (National Renewable Energy Laboratory) for this project.

**Alternative Spring Break and Service Learning Weekend**

In spring 2017, the College held its first Alternative Spring Break. Led by Associate Dean Molly Brown, students traveled to Nashville, Tennessee, for a work project with Habitat for Humanity ReStore.

Samantha Collier, Director of Experiential Learning, and Assistant to the Dean, Brooke Goolsby, led the College’s first Service Learning Weekend with students from the Living/Learning Community traveling to southwest Virginia for a work project involving demolition and clean-up of a house damaged by fire.
PRME 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.

Faculty Scholarship (Peer-Reviewed Journal Articles) 2016-2017


**PRME 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.

**CoB Board of Advisors**

The College of Business Board of Advisors includes 35 C-suite executives and successful entrepreneurs who meet twice each academic year to interact with and provide guidance for College activities. As part of the most recent meeting in October of 2017, members of the Board were asked to read an article from KPMG about social responsibility and strategy before they arrived (https://boardleadership.kpmg.us/relevant-topics/articles/2017/01/social-responsibility-and-strategy-meet-in-the-boardroom.html)

At the meeting, the Board participated in a conversation with a small group of faculty and students around these two questions:

- What are some of the more recent corporate sustainability trends today and why?
- How do companies balance environmental stability (and strategies) with financial stability?

The conversations were recorded and archived and are available for faculty to use in their courses.

At a previous meeting, the leaders of the Madison Collaborative: Ethical Reasoning in Action program presented the program and led the Board of Advisors in an exercise around the 8KQs. This activity led to lively and informative discussion about ethics in the workplace.

**Executive Advisory Councils**

The School of Accounting, Hart School of Hospitality, Sport and Recreation Management, and the Departments of Marketing, Computer Information Systems and Business Analytics, and Finance and Business Law each have active advisory councils. These councils meet regularly and provide input on a broad range of topics, as well as interact with students, sharing best practices. These conversations lend themselves to discussions of social and environmental responsibilities.

**ADAPTED SPORTS INITIATIVE**

Associate Professor of Sports and Recreation Management Josh Pate from the College of Business and two faculty members from the Department of Kinesiology, Tom Moran and Cathy McKay from the College of Health and Behavioral Studies, are leading an effort at JMU to empower individuals, families, future professionals and communities through exposure to adapted sport and disability sport.

This cross-campus collaboration has led to funding for wheelchair basketball from a foundation affiliated with one of the College of Business Board of Advisors and additional funding from other CoB board members.

In addition to wheelchair basketball for members of the campus community, the programs involve local children, adolescents and adults with disabilities in a community-based health and wellness mentoring program, after school programs and Ability Olympics.
Diversity and Inclusion Town Hall

In spring 2018, the first Town Hall will focus on diversity and inclusion. Corporate partners from PwC will lead this event as part of their CEO Action for Diversity and Inclusion project.

Class Speakers

Faculty regularly invite alumni and employers to participate in their classes, addressing relevant topics including sustainability and environmental stewardship issues.
PRME Principle 6: Dialogue

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

C-Suite Speaker Series

The College of Business C-Suite Speaker Series provides an opportunity for successful alumni and friends of the College to share their leadership experiences with students. A number of these programs have focused on issues related to ethical leadership in today’s global environment and how the companies the speakers lead engage in socially responsible and sustainable activities. Speakers have included:

- Carly Fiorina, Former CEO of Hewlett-Packard
- Kevin Dunbar, CEO of Dunbar Armored
- Eric Major, CEO and Founder of K2M
- Jason Harris, CEO of Mekanism
- G.J. Hart, CEO of California Pizza Kitchen (CPK)

JMU Madison Vision Series

Madison Vision Series is a lecture series honoring James Madison’s conviction that cultivating an informed and educated citizenry is essential to the health of our republican democracy. The series brings scholars, thinkers and leaders of all kinds to campus for lively explorations of issues facing our society.

JMU Café Event Series

The JMU Libraries sponsors the Café Event Series. One such event was moderated by Civic Engagement Faculty Fellow, Dr. Marshall Pattie, and entitled: “Business and Government: Frenemies?” The goal of the event was to explore the necessary but complicated relationship between government and business. Panel members represented a local for profit business, a social enterprise, and a business partnership organization.

Economic Speaker and JIN Speaker Series

Each semester, the Department of Economics hosts economists and other speakers for presentations and dialogues with students and faculty. These speakers represent a wide diversity of viewpoints.

ETHICS EDUCATION FOR CPAS

Since 2015, Associate Dean Kim Foreman, CPA, has worked with Checkpoint Learning Systems, a subsidiary of Thomson Reuters, as a video instructor for the two-hour required Virginia CPA Ethics course. She writes, edits and delivers course content as approved by the Virginia Society of Certified Public Accountants (VSCPA). She also prepares the study and exam questions students need to successfully complete the course. The content is marketed nationally to Virginia CPAs who wish to maintain a Virginia license.

Associate Dean Molly Brown, CPA, has been a certified ethics trainer for the Virginia Society of CPAs since 2004, when the Society first developed a course in response to new state legislation. She presents the 2-hour course each year to four to six groups of CPAs in government, industry, and private practice. In addition, she has created an additional 2-hour course based on the Madison Collaborative 8 Key Questions for groups that desire a 4-hour course.
Fall 2017 Economics Speakers:

- Peter Klein, Baylor University: “Entrepreneurship and Economic Development”
- J. Barkley Rosser JMU: “Consistency and Incompleteness in General Equilibrium Theory”
- Angela Dills, Western Carolina University: “Equal Pay for Equal Work”
- Josh Bowman, Louisiana State University: “Imagination and Environmental Politics”
- Anders Aslund, Atlantic Council: “What Kind of Russia Has Putin Built?”
- John Whitehead, Appalachian State University: “Preferences for Ecosystem-Based Fisheries Management: The Case of Atlantic Menhaden”
- Judy Klein, Mary Baldwin University: “Bounded Rationality of Cold War Operations”
- Matias Vernego, Bucknell University: “Foreign Exchange Rate Dynamics in Latin America”

JIN Lecture Series:

- Spring 2016, George A. Akerlof, University of California-Berkeley (Nobel Prize winner): “Phishing for Phools”
- Fall 2016, Richard A. Easterlin, University of Southern California: “Economic Happiness Around the World”
- Fall 2016, Timothy Smeeding, University of Wisconsin-Madison: “Trends in the Distribution of Wealth and Income”
- Fall 2017, Anders Aslund, Atlantic Council: “What Kind of Russia Has Putin Built?”
PRME Principle 7: Organisational Practice

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

In addition to organizational practices already noted throughout this report (e.g., JMU practices, Town Halls), below are a few additional organizational environmental and social sustainability practices in place currently:

**Environmental**

*Recycling:* All offices and public spaces in the business college facility have recycling bins with directions for use.

*Planning for Building Expansion and Renovation:* The CoB Learning Complex is in the planning stages and will be LEED certified and incorporate many elements related to environmental sustainability (e.g., low flush toilets, water refilling stations, LED lighting and much more).

*Moving to Online Course Evaluations:* The College is in the process of moving from paper course evaluations to online evaluations.

**Social**

*Faculty Recruitment and Hiring:* When filling new faculty lines, each search committee is required to have a diversity advocate on the committee. The role of that person is to ensure that the applicant pool includes diversity and that the selection of finalists attends to this issue as well.

*Assessment of Learning:* Both our undergraduate business degree (B.B.A.) and MBA program includes a focus on CSR in their learning goals. These goals are assessed each semester.

B.B.A. graduates demonstrate competency in the following areas:

1. Influence of the international economy, the law, and ethical reasoning on decision making.

MBA graduates demonstrate competency in the following areas:

1. Ethical decision making in a competitive business environment.
Proposed Future Initiatives Aligned with PRME Principles

Social Entrepreneurship

As JMU adds more staff to the Center for Entrepreneurship, the plan is to grow the capacity for the Center to work with faculty and students interested in social entrepreneurship initiatives. These initiatives would align well with the Sustainable Development Goals and Six Principles of Responsible Management Education.

Environmental Sustainability

The College has a strong focus on corporate social responsibility and global awareness embedded throughout curricular and co-curricular activities. While there are pockets of activity related to environmental sustainability and environmental stewardship, those activities are not as visible and, therefore, need to receive renewed attention.

Sustainable Development Goals

The current strategic plan is likely to be revised in the next academic year with a new dean coming onboard. This revision is especially likely as many of the objectives of the current plan have already been met. A goal of that revision should be to identify how to address the specific Sustainable Development Goals that are not already a focus in the activities of the College.