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PRME
www.unprme.org
COMMITMENT TO PRME AT CAL LUTHERAN

Since its foundation in 1959, California Lutheran University has always focused on helping students find their purpose while serving the greater good. Our goal is not only to help students explore who they are by discovering and developing their talents, but also to understand that they carry a larger responsibility to the world around us. As an institution, we aspire to educate leaders for a global society who understand and live up to this responsibility - whether it is at the level of the local community or the entire world.

Having globally acknowledged principles such as those set forth by Principles for Responsible Management Education (PRME) is invaluable in guiding students, but also as a validation of our own mission. In the last two years, California Lutheran University and its School of Management have worked harder than ever to fulfill our pledge to support the United Nations Sustainable Development Goals. We have implemented water saving technologies, continued to reduce our carbon footprint, sourced food locally, and increased the diversity among students, faculty, and staff, to name but a few initiatives.

The present report provides a high-level overview of these and many more activities and initiatives at the School of Management that relate to PRME. It is a great testament to the continued dedication of the entire University and the School to the mission and the objectives of PRME.

Chris Kimball, PhD
President
July 2019

CAL LUTHERAN AT A GLANCE, 2018-2019

| 4,383 TOTAL STUDENTS | 49 COUNTRIES REPRESENTED | 100+ STUDENT CLUBS & ORGANIZATIONS | 30,000 ALUMNI AROUND THE WORLD | 195 FULL-TIME FACULTY | 360 FULL-TIME STAFF AND ADMINISTRATORS |
MESSAGE FROM THE DEAN

When the faculty at the School of Management at California Lutheran University first made the decision to join the PRME initiative in 2015, our membership seemed like a natural continuation of a path that we had already been on. Our vision and mission perfectly aligned with the goals of PRME, and we were energized to join a community of like-minded business schools worldwide. In the years that followed, we learned from our peers and we became more deliberate in our effort to support the United Nations Sustainable Development Goals (SDGs).

The past two years have brought a number of initiatives to fruition and introduced new ones. For instance, a group of economists at our Center for Economic Research and Forecasting has entered a collaboration with the Nature Conservancy to put its concept for a groundwater exchange into practice that addresses the ongoing water shortage in California. Our Center for Economics of Social Issues has produced a bi-annual report on the State of the Region, 2019. And our Center for Entrepreneurship continues to make a lasting impact on the vibrancy of the regional economy. In addition, we have focused on growing awareness of the PRME and SDGs among our stakeholders via an almost year-long open competition that involved students and community members. Not only did the quantity and quality of submissions exceed our wildest expectations, but more importantly, the competition has started to transform education in our programs.

This present report is only our second since we joined PRME. By its nature, it can only provide a static snapshot that highlights past activities and shares stories of our community during the 2017-19 timeframe. In reality, however, PRME has become a force for ongoing and continuous transformation for the School of Management at California Lutheran University. More than ever before, we are committed to that transformation, and we’re looking forward to the years to come.

Onward and upward!

Gerhard Apfelthaler, PhD
Dean, School of Management
July 2019
MISSION OF PRME

PRME’s mission is to transform academic institutions to become advocates for an inclusive and sustainable global economy by incorporating values of business responsibility and sustainability into their teaching, research, and thought leadership.

Purpose

Values

Method

Research

Partnership

Dialogue

DAY IN THE LIFE AT THE SCHOOL OF MANAGEMENT

School of Management members at Summer retreat 2018 (top).

Students and entrepreneurs at the Startup Weekend at HUB 101 (left).

School of Management staff members Tiki van Heest and Kim Nakano and professors Dan Vo and Kirk Lesh supporting Giving Day (right).
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.

Our Progress

The PRME team at the School of Management keeps growing. Faculty and community members support the initiative and develop new projects and assignments which address the environmental and social issues from a business perspective. Student participation is the key, and we’ve made significant progress in engaging students in such activities. At Cal Lutheran, our motto is ‘purpose changes your perspective’. A good purpose also inspires and empowers great business ideas, as the recent student projects highlighted below illustrate.

Spotlight

Center for Entrepreneurship

The Center for Entrepreneurship hosts an annual New Venture Fair (NVF), giving entrepreneurial-minded students the opportunity to showcase their startup ideas and compete for prizes. Sustainability and social responsibility were popular themes at 2018-2019 NVF.

• Bodhi Hub - Marvin Rue, Jr, Business major, won a prize for the Best Minimum Viable Product. Bodhi Hub is a platform for mobilizing communities to address sustainability issues. By giving communities a place online to coordinate activities focused on common interests, in cooperation with corporate partners, BodhiHub promotes grassroots change.

• ReSmoothIt - Daniel Doff-Sotta, Petra Ebner, Thomas Mackandreu, Thomas Reifmesser (Executive MBA team) proposed a smoothie business supplied by local grocers’ overripe fruits and vegetables that otherwise would be discarded. ReSmoothIt employs sustainable supply chain innovations to enable a retail business. This project won first prize in our 2019 PRIME Competition.

• Flushy - Stefan Matschiner, Josef Poernbacher, Andreas Schadler, Wolfgang Troppauer (Executive MBA team) created a disposable toilet paper roll. After the toilet paper is used, the roll is dropped in the toilet, where it dissolves and cleans the bowl before flushing.

“The Center for Entrepreneurship teaches students to identify opportunities to change the world and act on them. We emphasize the need to engage customers and stakeholders, to go beyond the classroom to fully understand their needs and create a product or service that creates value.”

Mike Panesis, MBA
Executive Director
Center for Entrepreneurship
“Building a robust and resourceful community at the school is our goal and strategic task. By communicating what we do to serve our mission and vision, we want to foster a culture of collaboration, bring all our people together and make our team even stronger!”

Susan Wood is the Communications Manager and PRME project coordinator at the School of Management. She received an MBA with emphasis in Sustainable Business from Cal Lutheran in 2015. Since then, she has been an advocate for sustainable business practices and facilitator of various projects aimed to support principles of responsible management at the school, university and larger community level.

“The issues framed by the 17 Sustainable Development Goals are enormous problems that no one person or single nation can solve alone. Can one person eliminate world poverty? Not one, but many working together from all parts of the globe can make a difference. Our students can and need to see themselves as part of the solution.”

Loredana Carson is a faculty and PRME team member at the School of Management. She teaches in both the Master of Public Policy and Administration and MBA programs. Loredana is currently working on a doctorate in Higher Education Leadership. Her dissertation, Cultural Engagement of International Graduate Students, presents her research on the perceptions and experiences of international graduate students here in the United States.
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.

OUR PROGRESS

Providing quality education and promoting discussions on leadership and social progress are our highest priorities. Conferences, events, guest lecturers and sharing stories of our alumni who start new ventures or work for organizations where they address pressing global issues and concerns are an important part of communication and educational activities at the School of Management.

STUDENT VOICE: What Matters

“Impact of climate change on the environment is among the biggest challenges facing humanity. Cities are responsible for only two percent of land consumption while currently hosting over 4 billion people. On the other hand, cities are major contributors to greenhouse gas emissions. Urban density, spatial organization and lack of open space are crucial elements influencing energy consumption, especially in transportation and housing systems. Holistic climate plans in key areas, such as reduction of energy consumption, sustainable energy production, sustainable mobility, and effective city administration, are needed. Those plans are much more effective than single measures. The 2030 Agenda for Sustainable Development developed by the United Nations as a plan of action for people, planet, and prosperity tries to balance the three dimensions of sustainable development.”

Eva Dvorak is a recent alum. She graduated with an MBA in May 2019 in our Austrian Executive MBA program. Eva is responsible for renewable energy issues at the Energy Planning Department at the City of Vienna, Austria (photo background). Photographer: Christian Fürthner.
SPOTLIGHT
ALUMNI STORIES: HOW WE MAKE A DIFFERENCE

2017 Outstanding Alumni Award Winner: Michael Adinew (’94)

Michael graduated with a major in Marketing and Advertising and a minor in International Business. He started a sustainable U.S. coffee company, Rift Valley Trading, LLC. A third-generation member of his family in the Ethiopian coffee industry, he works closely with the industry associations in his home country and the U.S. to make sure that best practices are implemented at all levels of his family’s business. This extends to discarding less plant matter than other coffee operations, applying principles of resource conservation and ensuring ethically and socially responsible practices when working with farmers and communities.

"One of my highest priorities for my students, grad and undergrad, is for them to consider the ethical implications of all that they do. PRME gives me a way to formalize that through assignments and deliverables and provides a framework to think through issues of sustainability and responsibility and all the nuances embedded in those terms. Students can then apply that thinking to their research, to discussions with industry professionals, and analyze the tradeoffs inherent in any real-world business environment."

2018 Outstanding Alumni Award Winner: Oliver Thornton (’16)

Oliver graduated with a degree in Business Administration and is one of the founders of the local chapter of Delta Sigma Pi business fraternity. Oliver won Cal Lutheran’s 2016 New Venture Competition and successfully completed a crowdfunding campaign for his start-up Coding Autism. Mike Panesis and Greg Monterrosa, Center for Entrepreneurship, are on the team of the company’s advisors. Being diagnosed with Asperger’s syndrome and having to overcome many social challenges himself, Oliver strongly believes in what he does - helping those with autism to develop coding skills and become successful employees in the tech industry.
PRINCIPLE 3

METHOD

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

OUR PROGRESS

We are strongly committed to raising awareness of the SDGs and providing students with opportunities to learn how the business community responds to global challenges. Over the last two years, we’ve developed a framework for a schoolwide student competition, PRiME, at the School of Management. The first competition took place in Spring 2019, and is covered on the next pages. This section also features stories of our people and presents curriculum highlights.

CURRICULUM HIGHLIGHTS

• The institution-wide student learning objectives 'Principled Leadership', 'Cross Cultural Competency', 'Identity and Values', and 'Corporate Social Responsibility', a MBA program-specific learning outcome, are embedded in our curricula.

• Two specialized courses 'Fundamentals of Sustainable Business' (undergraduate) and 'Sustainable Business Strategies' (graduate) provide comprehensive reviews of principles, frameworks and approaches for building sustainable business models.

• A variety of undergraduate and graduate elective courses, assignments and learning opportunities (e.g., collaborative practicums, participation in PRiME competition) broaden knowledge of different aspects of responsible leadership, management, communication, stakeholder relations and resource allocation.

“Sustainability starts with education and awareness. Understanding how our decisions affect the world around us. Developing creative and critical thinking skills in order to reimagine work, products and processes with the future well-being of our people and planet in mind. We as educators need to create the desire within our students to want to act. We must provide opportunities and experiences within our classrooms that demonstrate how to develop innovative ideas into strategic plans, and then how to move those plans into action.”

Mary Jo Shane, PhD
Assistant Professor of Management
Director of International Student Success
SPOTLIGHT

MBA COMMUNITY - ALUMS AND ADJUNCT FACULTY

“ My background in owning and running a farming company, plus my work with various boards allows me to bring a different perspective to the classes I teach. My goal is to show students how the theory of finance can be made real by demonstrating the applicability of the material to their professional and personal life. I learned early in my farming career that being a good farmer is just as important as understanding the nuances of finance and accounting. Financial principles and policies are the common denominator to everything that happens in a business.”

Edgar Terry is the President of Terry Farms Inc., a family farming organization in its 5th generation. Terry Farms grows 2000+ acres of various row crops in Ventura County, California and received the 2018 Central Coast Innovation Award in the category “Agribusiness”. Edgar Terry is a board member of CoBank (part of the Farm Credit System with assets of $130 billion), and Limoneira, a publicly held agricultural company. Edgar has a strong connection with Cal Lutheran. He is an alum, BS ’81 & MBA ’83, and a Senior Adjunct Professor teaching corporate finance in our MBA program. He is also a Chairman of the Board for the SOM’s Center for Economic Research and Forecasting (CERF).

“ The MBA program honed my ability to integrate business and technology perspectives. It inspired me to use my entrepreneurial mindset to explore innovative, sustainable solutions in the energy sector.”

After a career with PwC, a School of Management alum Erwin Smole, MBA ’14 built a successful consulting career in energy markets and energy regulation. He is now a member of the Management Board of Stadtwerke Klagenfurt AG, a public utility company in one of the largest cities in Austria. He is also a co-founder of Grid Singularity, a Vienna-based startup that brings blockchain technology to the energy sector.

Dr. Vijaya Narapareddy Zinnoury is deeply committed to the case method and produced cases on Ethics, Corporate Governance, Sustainable Finance, Global Strategy and Global Social Entrepreneurship. She is the recipient of the “Outstanding Case Writer” Award, 2018, and the “Outstanding Contribution to the Case Method” Award, 2019, conferred by The Case Center, United Kingdom.

Vi Narapareddy teaches the ‘Human Capital Management’ and ‘Enterprise Management, Organization and Strategy’ online courses for the MBA program as an adjunct professor. We are proud to have her as a member of our School of Management community.
We brought the vision and spirit of the global Principles for Responsible Management Education into our local school-wide initiative aiming to build awareness of the Sustainable Development Goals - the School of Management PRiME Competition!

The PRiME Competition was launched in the 2018-2019 academic year. Students from various undergraduate and graduate School of Management programs submitted 25 projects. Each project included a written paper and SDGs-executive summary required for the first round, followed by a poster presentation at the PRiME event on May 1st, 2019.

"When designing PRiME, we thought about providing our students with a comprehensive skill-building experience. They practice research, analytical and communication skills when working on their projects about business organizations addressing global challenges, and they also develop their own ideas on how to make the world a better place."

"My participation in this competition has definitely prepared me for the next phase of my career after graduation. I have grown not only in my studies in the MBA program, but also in partnership with my community, particularly within the sharing economy framework."

Jennifer Jones McIntyre
Executive MBA student

"It was wonderful to share what I am passionate about with others."

Petra Rickertsen
Business Administration Major

Students expressed gratitude to the faculty members: Loredana Carson, Mary Jo Shane, David Church, Mike Panesis, Malcolm Oliver, Chia-Li Chien, Dan Vo, Judy Richards, Bruce Gillies, Teri Thompson, Veronica Guerrero, Gerhard Apfelthaler, Suzanne Callender, Aaron Heresco for providing guidance and encouragement.
**COMPETITION WINNERS**

**Grand Prize:**
Mayra Cortez, Ruby Caro, Jennyfer Martinez (MBA) with “H&M Group: Action to Lead the Change Towards Circular and Renewable Fashion”

**1st Prize:**
Petra Ebner, Daniel Doff-Sutta, Thomas Reifmesser, Thomas Makandreou (EMBA in Austria) with “ReSmoothIt” (presented remotely)

**2nd Prize:**
Ivan Zaragoza (UG Business) with “The Wonderful Company and Water Sustainability”

**People’s Choice Award:**
Rachel Smith (MPPA) with “Eradicating Poverty and Taking Climate Action in Indonesia”

“The UN’s Sustainable Development Goals provide a framework for nations, communities, institutions and businesses of all sizes and sectors to set their sustainability agendas. It is critical for business leaders to understand and embrace the SDGs, as they will continue to guide public policy as well as private sector innovation and investment. Similarly, business students need to have a solid appreciation for the challenges businesses face in achieving ambitious sustainability goals and striking a balance between the three pillars of sustainability: people, planet and profits.”

Joanie Burns, MBA, PRiME Chief Judge and Cal Lutheran alum. Environmental, Health, Safety & Sustainability Manager at Amgen Inc.

**Competition Judges:** John Tone, Don Toussaint, Joanie Burns, Michael Teasdale Kassra Homayounfar
SCHOOL OF MANAGEMENT
PRiME
COMPETITION

1. REI in Norway: International Marketing Plan: Amanda Oyao, Laura Willits, John Wise, Ivan Zaragoza
2. Can I Borrow a Cup of Sugar?: Jennifer Jones McIntyre
3. Recommendations for a Sustainable Indonesia: Greg Sefain
6. The Future of Oxnard: Maya Hoholick
7. Essays on Environmental Issues and Sustainability: Lauren Panosian
8. Emotional Intelligence in the Workplace: Nestor Covarrubias
9. Sustainability & The Automotive Industry: Ivan Zaragoza, Hesham Atta Alla, Petra Rickertsen
10. SDGs with in-N-Out Burger: Sk Tanvir Ahmed, Veli Arikan, Weitang Cui, Yuze Lyu
11. Water Conservation at Beyond Meat: Petra Rickertsen
12. A Study on the Feasibility of SDG #3 in a Global Context: Jordan Frazier
13. Going Out of Business: Tam Wolfe-Callanta
   The Future is Now: Plan for It!: Tam Wolfe-Callanta

Projects Presented remotely:
Jeff Bezos – A Negotiation Analysis of the World’s Richest Man: Lisa Kandlhofer, Rainer Hofmann-Wellenhof, Juergen Steinbrenner, Alexej Putrih (poster only)
Sheryl Sandberg and the Role of Gender in Negotiations: Julia Bruchbacher; Daniela Grausam; Thomas Hoernes; Birgit Richter (poster only)
Designing Sustainability: Brooke Evans (poster only)

Our sincere appreciation to the competition sponsor: Sage Publications.
Festival of Scholars, May 1, 2019
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.

Articles and books published by faculty members address questions that go beyond utility and the rationality of business and integrate a broader range of topics such as corporate social responsibility, business ethics and culture, environmental sustainability, role of stakeholders, talent management and others. Some examples of these publications include:


Grants Supporting Faculty and Research Center Projects Addressing the Objectives of Sustainable Development

Sabith Khan, PhD, Assistant Professor: $10,000 grant from the Association for Research on Nonprofit Organizations and Voluntary Action for research on nonprofit leadership in Saudi Arabia.

Jamshid Damooei, PhD, Professor: $20,000 grant from Ventura County Civic Alliance for the State of the Region Report 2019 that advances regional stewardship and dialogue.

Center for Economic Research and Forecasting - Matthew Fienup, PhD, Executive Director, Center for Economic Research and Forecasting & Dan Hamilton, PhD, Associate Professor: $90,000 from the Latino Donor Collaborative and Wells Fargo for the Latino GDP Report; $30,424 from The Nature Conservancy for the Fox Canyon Water Market.

Hub101/Center for Entrepreneurship- Michael Panesis, Executive Director, Center for Entrepreneurship: $300,000 grant from Dave and Dawn Gross, on behalf of NewCo Foundation, to fund experiential programs for students.
Our professors are engaged in a dialogue about shared value creation and sustainable development by presenting their vision and work at conferences and various discussion forums. This selection of 2017–2019 presentations demonstrates the diversity of their research interests in the areas of environmental stewardship, strategic leadership, business ethics, social innovation, inclusivity, and academic integrity.

## OUR FACULTY PRESENTATIONS

<table>
<thead>
<tr>
<th>OUR FACULTY</th>
<th>PRESENTATIONS</th>
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<tbody>
<tr>
<td>Gerhard Apfelthaler, PhD, Dean</td>
<td>“Digital technology as a tool for a more inclusive society in executive education” with S. Girod, A. Schotter, J. Ramirez and M. Teagarden at the Academy of Management Annual Meeting, Chicago, Illinois, August 2018</td>
</tr>
<tr>
<td>Chia-Li Chien, PhD, Assistant Professor</td>
<td>“Practical Strategies to Enhance Retirement Success Rates in the United States (Base Model)” at the Academy of Financial Services Conference, Chicago, Illinois, October 2018.</td>
</tr>
<tr>
<td>Matthew Fienup, PhD, Executive Director, Center for Economic Research and Forecasting</td>
<td>“Economic Impacts of the Thomas Fire” at the FEMA and Cal OES Preliminary Damage Assessment Briefing, Ventura, California, December 2017. “Forces &amp; Consequences of the Lack of Workforce Housing” at the City of Santa Barbara Housing Authority meeting, Santa Barbara, California, April 2018. “Emerging Groundwater Markets: Sustainable Path or Panacea?” at the California Water Policy Conference, San Diego, California, April 2019.</td>
</tr>
<tr>
<td>Jamshid Damooei, PhD, Professor</td>
<td>“Looking into Practical Solutions to End Poverty: Is this a Pipedream or the Essential Element of a Sustainable and Harmonious World?” at the Globalisation for the Common Good Initiative (GCGI) and School of Economic Science (SES) Fourth Joint Conference “Our Sacred Earth: Spiritual Ecology, Values-led Economics, Education and Society Responding to Ecological Crisis,” Lucca, Tuscany, Italy, September 2018.</td>
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<tr>
<td>Veronica Guerrero, EdD, Associate Professor, Associate Dean Judith Richards, MBA, Lecturer Sara Fischbach, PhD, Assistant Professor</td>
<td>“Don't you need my permission? Perceptions of Privacy Across Generations: An Ethical Case Study” at the 2018 Marketing Educators’ Association Conference, Santa Fe, New Mexico, April 2018.</td>
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<tr>
<td>Sabith Khan, PhD, Assistant Professor</td>
<td>“Motivations for Remittances and Philanthropy: A qualitative meta analysis” at the Takaful 2017 Conference held at the American University, Cairo, Egypt, October 2017. “The Role of the Third Sector in Delivering and Improving Public Services: Education, Health and Housing” at the seventh Annual Nonprofit Sector Development Forum held at King Fahd University, Dhahran, Saudi Arabia, December 2017. “CSR’s 2% policy change and changes to decision making in Indian CSR” invited lecturer at Nanjing University, China, April 2019.</td>
</tr>
<tr>
<td>Malcolm Oliver, PhD, Assistant Professor</td>
<td>“Energy Subsidies, Sustainable Development and the Case of Indonesia” at the International Conference on Business, Economics and Information Technology, Singapore, March 2019.</td>
</tr>
<tr>
<td>Mary Jo Shane, PhD, Assistant Professor</td>
<td>“Developing cultural intelligence for adaptability, resilience and innovation” presented by co-author A. Azeveda at the BCCIE Summer Conference, Vancouver, British Columbia, Canada, June 2018.</td>
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<tr>
<td>Vlad Vaiman, PhD, Professor</td>
<td>“Emerging Field of Macro Talent Management” at the Academy of Management annual conference, Atlanta, Georgia, August 2017. “From Digi-imitators to Digi-trendsetters: Making Sense of How Digitalization Transforms Global Talent Management” at the 7th Annual European Institute for Advanced Studies in Management Workshop on Talent Management, Helsinki, Finland, October 2018.</td>
</tr>
<tr>
<td>Paul Witman, PhD, Professor</td>
<td>“Social Media and the Velvet Revolution in Armenia” with V. Obadashian and A. Manoukian at the Educator’s Special Interest Group Conference, Norfolk, Virginia, November 2018.</td>
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</table>
PRINCIPLE 5
PARTNERSHIPS

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.

OUR PROGRESS

Active work on building and sharing new knowledge about how we can address and solve problems together continued through our research centers and School of Management partnerships such as advisory councils, community board representation and others. In the past two years, partnerships with corporations, nonprofits, community – at both individual and organizational levels – have supported our strategic goals in the areas of Teaching, Scholarship and Service, and brought many exciting projects to life.

Multi-stakeholder perspective: Collaborative practicums

Faculty involvement in professional associations is leading to collaborative practicums for students. Dr. Stefan Cosentino, Director of the Hospitality and Tourism Management program and Dr. Chia-Li Chien, Director of the Financial Planning programs worked with graduate students to develop a Request for Proposal for short term asset management for the Ventura County Lodging Association. Engaging students in experiential learning through real world projects is the best way for students to enhance skills and gain experience. Through partnerships between Cal Lutheran and local tourism organizations, such as the Conejo Tourism Improvement District and the Ventura County Lodging Association, the Hospitality and Tourism Management Program keeps the dialogue going and develops new opportunities that create value for both students and local community.

Building Community. Foster Collaboration.

The School has built a strong partnership with University Village Thousand Oaks, a retirement community adjacent to the University. Many residents volunteer in our Communication Café and serve on our Advisory Councils. Professor Virginia Gean interviewed residents that were former industry leaders such as former CEO of Trader Joe’s, John Shields, entrepreneur and inventor Robert James, and former Hughes Space and Communications CEO, Steve Dorfman (pictured) for her book, A Village of Knowledge. Steve Dorfman serves on the Dean’s Advisory Council and is the lead donor for the new 27,000 sq. ft. Steven D. Dorfman Center, a collaborative place where students, faculty, alumni and the wider community will meet and be inspired by one another.
The Center for Economic Research & Forecasting (CERF) is a nationally recognized economic forecasting center that provides county, state and national economic forecasts and custom economic analysis for government, business and nonprofit organizations. CERF Team economists Matthew Fienup and Dan Hamilton are contributors to the Wall Street Journal Economic Forecasting Survey. The National Association for Business Economics, Reuters and Pulsenomics-Zillow also include CERF in their surveys.

In 2019, CERF worked with Center for the Study of Latino Health and Culture on producing the 2019 Latino GDP Report that measures the contribution of Latinos to the U.S. economy.

Matthew Fienup is a facilitator of the Housing Solutions Working Group that tries to tackle a big problem of housing shortage in Ventura County, CA. The big challenge is how to support new construction development and maintain open space and farmland at the same time.

CERF, under the leadership of its Executive Director Matthew Fienup and the Chairman of the Board Edgar Terry, developed a groundbreaking approach to address the problem of water shortage. The Fox Canyon groundwater market is the first formal, centralized water market pilot in CA, a result of collaboration between a groundwater management agency, Cal Lutheran and The Nature Conservancy. CERF and The Nature Conservancy hope to use the Fox Canyon water market as a model for other groundwater basins throughout the state.
**PRINCIPLE 6**

**DIALOGUE**

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

**OUR PROGRESS**

The School of Management faculty members frequently speak at community events, publish in outlets that are accessible to a wide audience, and comment on current affairs in the media. Our activities are targeted towards various internal and external stakeholders at the local, regional and international levels. Students explore topics related to public service and civic engagement. In 2017-2019, the issues of diversity & inclusion, social progress and development were discussed in many forums and networking events.

**Editorials and Opinion Pieces**

The School of Management faculty stay engaged in a dialogue with the local community. Our school continues a formal partnership with the Pacific Coast Business Times (PCBT), the premier business publication outlet along the Central Coast of California. The following selection of editorials and opinion pieces published in the PCBT, 2017-2019, provide examples of topics addressed in such publications:

- **Carson, Loredana:** "Make good workplace behavior the norm" published on October 13, 2017.
- **Sabith Khan:** "Philanthropy is a quintessential American value", November 10, 2017.
- **Carl Oliver:** "How to build a strong ethics program", August 17, 2018.
- **Judy Richards:** "Gender, ethics matter in negotiations", August 31 2018.
- **Mike Panesis:** "Startups need affordable coworking space", February 1, 2019.
- **Chia-Li Chien:** "Maintain an adequate fund for emergencies", March 1, 2019.
- **Bruce Gillies:** "To be an effective leader, you must be self-aware", March 29, 2019.
- **Malcolm Oliver,** Alexis Villegas & Crawford Coats (both MPPA students): "Slow revolving door of mental illness, addiction, incarceration", April 26, 2019.

**Public Service and Civic Engagement**

The Elton and Janice Gallegly Center for Public Service and Civic Engagement at Cal Lutheran is a non-partisan center for students seeking meaningful ways to serve in the government and nonprofit arenas. It is also a working office where Public Service Fellows and visiting scholars can meet and conduct research. The Center works in partnership with the Master of Public Policy and Administration (MPPA) program.

“It’s vitally important for the strength of our democracy to pair the dreams, hopes and aspirations of the youth seeking to lead our society with the experience and wisdom of those that have previously served. The Elton and Janice Gallegly Center for Public Service and Civic Engagement provides this opportunity.”

Malcolm K. Oliver, PhD
Assistant Professor
Director of Master of Public Policy and Administration
SPOTLIGHT

CENTER FOR ECONOMICS OF SOCIAL ISSUES (CESI)

The Center for Economics of Social Issues (CESI) is dedicated to exploration of economic aspects of social progress, health, human rights, environment, and other important issues within our communities. The Center provides resources, articles, speakers, and an extensive online database to promote discussions on the interaction between social issues and economics.

Dr. Jamshid Damooei, Professor of Economics, Director of the undergraduate program in Economics and CESI Director, is actively engaged in the discussions on the interaction between social issues and economics and conducts projects in partnership with other organizations.

When the School of Management became a signatory of PRME in 2015, The Center, formerly the Center for Leadership and Values, hosted the PRME initiative and helped it grow into a schoolwide platform.

One of CESI’s main projects, the State of the Region Report, provides a unique perspective on Ventura County through independently researched and interpreted data that accurately reflects the quality of life in Ventura County. The report is presented to the regional community through a series of events, where panelists engage with the community in the discussion of the state of the region.

“...The idea behind the preparation and the publication of this report is to bring a large volume of information together and let the readers connect the dots and find all the stories that may emerge...”

Dr. Jamshid Damooei is the driving force and main researcher behind the State of the Region Report project and he frequently presents on various economic issues in our region.
“As part of our work to develop leaders for a global society, the School of Management fosters learning environments that reflect diverse backgrounds and perspectives. We share a commitment to preparing our students to embrace, thrive and lead in multi-faceted, dynamic work environments.”

Veronica Guerrero, EdD, Associate Professor and the Associate Dean of Undergraduate Studies at the School of Management.

“The politics of Ageism
Sometimes, leaders tend to favor experienced employees, ignoring ones, even though the younger may have more potential
The same situation can also be pl for diverse
To make decisions relying on “experience” or “a

Vlad Vaiman, PhD, Professor of International Management and the Associate Dean of Graduate Programs at the School of Management, is presenting his research on talent management to the group of community and industry leaders.

“My research – both conceptual and empirical – is aimed to help organizations and communities alike to understand their important role not only in generating economic wealth, but also in realizing their call to create sustainable social and environmental value now and in the future.”
# Action Plan: Past Two Years and Going Forward

In the strategic areas of Teaching, Scholarship and Service

<table>
<thead>
<tr>
<th>Strategic Areas</th>
<th>Principles</th>
<th>Revised Objectives</th>
<th>Activities and Initiatives</th>
<th>Progress 2017-2019</th>
<th>Commitment 2019-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TEACHING</strong></td>
<td>Purpose Values</td>
<td>Increase awareness of Principles for Responsible Management and SDGs</td>
<td>Academic integrity events PRIME and NVF competitions</td>
<td>Strong</td>
<td>Continue</td>
</tr>
<tr>
<td>Method</td>
<td>Integrate topics of Corporate Social and Environmental Responsibility in curricula</td>
<td>New course assignments Internship opportunities</td>
<td>Strong</td>
<td>Develop new opportunities for experiential learning</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>Incorporate research conducted by our faculty members into their teaching practices and methods</td>
<td>Case studies Student engagement in research</td>
<td>Satisfactory</td>
<td>Continue</td>
<td></td>
</tr>
<tr>
<td>Partnerships Dialogue</td>
<td>Improve education through collaboration with stakeholders (advisory councils; currently active and former practitioners) Augment quality of teaching through dialogue between business leaders, students and faculty members</td>
<td>Continuing education programs Startup weekends, Hackathons, incubation programs The Executive Roundtable Course Paths to Professionalism</td>
<td>Strong</td>
<td>Continue</td>
<td></td>
</tr>
<tr>
<td><strong>SCHOLARSHIP</strong></td>
<td>Purpose Values</td>
<td>Engage in applied scholarship supporting sustainable development goals</td>
<td>Research reports and academic publications</td>
<td>Satisfactory</td>
<td>Continue</td>
</tr>
<tr>
<td>Research</td>
<td>Produce cutting edge research that matters to our community</td>
<td>Research reports and academic publications</td>
<td>Strong</td>
<td>Explore new research topics</td>
<td></td>
</tr>
<tr>
<td>Partnerships Dialogue</td>
<td>Share results of impactful studies (theoretical and empirical) with our community</td>
<td>Thematic conferences: CERF, CESI, Talent Management panels and presentations</td>
<td>Strong</td>
<td>Continue</td>
<td></td>
</tr>
<tr>
<td><strong>SERVICE</strong></td>
<td>Purpose Values</td>
<td>Contribute to the regional, university, and SOM initiatives that support sustainable development programs and initiatives</td>
<td>Serving on the Cal Lutheran Sustainability Committee; membership and representation in non-profit organizations and advocacy groups</td>
<td>Satisfactory</td>
<td>Continue</td>
</tr>
<tr>
<td>Partnerships Dialogue</td>
<td>Actively participate in community development Inform stakeholders /community about pressing sustainability issues and solutions</td>
<td>Board membership at EDC-VC, VCEDA, WDB, CAUSE and others Speaking engagements; general media publication; opinion pieces and editorials; blogs</td>
<td>Strong</td>
<td>Continue</td>
<td></td>
</tr>
</tbody>
</table>