Merrick School of Business
Principles for Responsible Management Education
PRME Report to the United Nations
Status as of May 2010
**Dean's Message**

Over the past decade, business leaders have embraced a host of new social and environmental trends and solutions in the external business environment. These approaches are having a substantial impact on companies, whether in terms of risks, opportunities or both. They range from a shift to a low-carbon economy and resource scarcity, to globalization and issues of poverty and human rights. Businesses everywhere are designing more energy efficient factories, “greening” supply chains and helping to eradicate poverty through microenterprise strategies. Breakthroughs in sustainability are happening in every industry.

Simply put: Creating sustainable value and global solutions is our greatest opportunity in the 21st century.

As such, it is a great time to be a student—or a professor of business and management—and the Merrick School of Business is taking giant leaps in promoting sustainability and teaching socially responsible leadership. We have taken action to make a difference in the community, the region and globally by being the first University System of Maryland institution to sign the United Nations Global Compact on the Principles for Responsible Management Education (PRME).

The mission of the PRME initiatives inspires and champions responsible management education and thought leadership, globally. It seeks to develop a new generation of business leaders by focusing on universally recognized values of sustainability, social responsibility and good corporate citizenship.

These principles are but one example of our holistic commitment to sustainable business models and practices, as well as the leading-edge teaching and research that go with them. Our belief is that an economy and a financial system rooted in sustainability can be just that: sustainable, flexible, strong and capable. To be a vital part of a revitalized, fully functional capitalist society, the Merrick School of Business is looking to the future—and seeing solutions to even the most daunting challenges. We urge you to learn more about one of Maryland’s most forward-facing institutions through our PRME progress report.

With UB pride,

Darlene Brannigan Smith, Dean
**PURPOSE and VALUES**

**PRME Principle I & II:**

**Defining Principles:**

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. 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.

The Merrick School's priority is to prepare all our students to become globally responsible leaders, whatever the organization they will work for and whatever their role will be within this organization. Our aim is to inform all our students on the challenges at stake, while allowing those who want to go further to deepen their knowledge in this field and to get involved in concrete projects.

**Merrick Actions**

**Sustainability Management Specialization:** In December 2008, we created the region's first “Sustainability Management” specialization for the students in our M.B.A. program. This new specialization focuses on the triple bottom line: people, planet and profit. It includes an introduction to sustainability and corporate social responsibility, sustainability in supply chain management, social and environmental reporting and accounting, and social entrepreneurship. Students in this specialization will define and put into practice globally responsible team projects and take part in challenges in the field of sustainability and social responsibility. Courses include:

- **Managing the Sustainable Enterprise (MGMT 745)**
  Sustainability is a concept that focuses on the wise use and management of economic and environmental resources. The course provides students with a deep understanding of that concept and its components of social, economic, and environmental responsibility. It offers insights about proven strategies, tools and techniques that individuals can use to infuse sustainability into business organizations of all types and sizes in ways that contribute to the organization's success. Students are prepared to design, explain, promote, and implement a strategy for bringing a sustainability culture into any organization.

- **Sustainability Accounting (ACCT 780)**
  Focuses on the process of identifying, measuring and reporting the entities' impact on the planet with a focus mainly on the environmental impact. Determining how different entities affect the environment, measuring that impact and deciding what, how and who to report this impact to, are all part of the course. The course will cover topics dealing with greenhouse gas emission, trading and sustainability investing.

- **Social Enterprise and Entrepreneurship (FIN 760)**
  Examines how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible, fiscally accountable, and finding new sources of revenue. The course will investigate innovative ways to generate both financial and social returns on their investments. Students will engage with live social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises.
• Social, Nonprofit, and Public Sector Marketing (MKTG 742)
Centers on the application of social marketing principles, frameworks and tools within non-profit and public sector organizations to improve performance and foster the successful dissemination of social initiatives to individuals, foundations and corporations. Recognizing that this sector represents many differences in missions, structures and resources, this course emphasizes that effective social marketing requires a change from being organization-centered to becoming audience-centered.

• Logistics and Supply Chain Management (MGMT 757)
Provides an overview of e-commerce, logistics and supply chain management. Covers in detail the role of e-commerce in design, integration and management of supply chains: logistics networks, business-to-business and business-to-consumer supply chains, decision support systems for supply chain management, strategic alliances, Internet strategy, e-business models, e-markets including auctions and exchanges, Internet retailing, dynamic pricing, distribution networks, Internet-based integration of value chains, the role of the Internet in infrastructure (banks, utilities and so forth), decision technologies, information goods, the status of brands in the Internet economy, mass customization, and various technologies related to e-business.

Future Initiatives:
• Continue to collaborate on socially responsible team projects in conjunction with local, regional, or global organizations.
• Develop internships focusing on sustainability and social responsibility.
• Develop an undergraduate business specialization in sustainability management
• Continue to integrate sustainability and corporate social responsibility into the curricula.
METHODS AND RESEARCH
PRME Principle III & IV

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

Merrick Actions:
Research Grants: The Merrick established research grants for faculty members to conduct research grants to faculty members to conduct research or write case studies focusing on green initiatives, sustainability, and social entrepreneurship. Three research grants were awarded in the summer 2009.

Leading Edge Research: Innovative research methodologies provide academics and professionals with the tools to implement real, immediate change in matters related to sustainability and social responsibility. Our aim is to continue to develop publications from our faculty in academic and professional journals and to develop new learning tools for our students.

• One of our unique resources is the Production and Operations Management Journal. It is the leading international academic journal in the field of operations management. POM is housed in the Merrick School of Business and is edited by journal founder, Professor Kal Singhal. Under his leadership, the journal has published three issues focusing on sustainability and the green movement.

• Economics professor Barry Brownstein, published an article in the fall 2008 issue of Business Renaissance Quarterly titled, “Profitability and Spiritual Wisdom: A Tale of two Companies.”

• Christine Nielsen, professor of international business and strategy as well as a 2007 SyCip Fulbright scholar, continues to work with “Buhata Pinay” (“Do It Filipina”) a non-governmental organization in the Philippines. Buhata Pinay, Inc is a service-oriented organization that works with women in four areas: economic participation with sustainable environment, education, health and safety and building leadership within the broader communities. Nielsen co-authored a pending article in the Journal of Consumer Marketing titled “Understanding Key Factors in Social Enterprise Development of the BOP: A Systems Approach Applied to Case Studies in the Philippines.”
• Dennis Pitta, marketing professor and J. William Middendorf Distinguished Professor, continues to conduct research on the “bottom of the pyramid. He has two “BOP” co-authored articles pending publication in the *Journal of Consumer Marketing*. The first is titled “The Quest for the Fortune at the Bottom of the Pyramid: Potential and Challenges” and the second is “Success Marketing by Multinational Firms to the Bottom of the Pyramid: Connecting Share of Heart, Global ‘Umbrella Brands’ and Responsible Marketing.”

**Future Initiatives:**

• Continue to produce leading edge research in order to a resource center for the business community.
• Investigate the feasibility of a business accelerator for sustainable entrepreneurship (BASE).
PARTNERSHIP AND DIALOGUE
PRME Principle V & VI

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

Merrick Actions:

Speaker Series: To complement in-class learning, we are offering a series of lectures with globally responsible leaders and authors. These lectures will enable students to discover the commitment of actors in different organizations and thus to explore options for their own commitment in their future careers. Our inaugural speaker Muhammad Yunus, 2006 Nobel Peace Prize winner spoke in April 2009 to a sell-out audience at the Meyerhoff Symphony Hall. Dr. Yunus founded the Grameen Bank, pioneered the concept of microcredit and has made significant strides in eradicating poverty in Bangladesh. On September 24, the Merrick School will host Rosabeth Moss Kanter, a Harvard Business School professor and best-selling author. Kanter will discuss her new book, Super Corp, and how vanguard companies create innovation, profits, growth and social good.

Partnerships: The Merrick School's commitment to sustainability and social responsibility relies on the involvement of its stakeholders inside and outside the school. Moreover, we consider partnerships as an essential part of our strategy. Our goals are to involve different stakeholders in both the definition and realization of our internal practices, recognize the efforts of local and regional companies in the areas of sustainability and social responsible, and encourage the exchange of best practices. We welcome the participation of business professionals and organizations and alumni who are motivated to enhancing and implementing new responsible managerial practice.

Social Entrepreneurship: Social entrepreneurship is a flagship initiative in our Entrepreneurial Opportunity Center (EOC). Leading the initiative is Center's executive director, Jim Kucher. The EOC has educated executives from some of the region's most recognizable nonprofit organizations. Both Kucher and John “J.C.” Weiss, executive-in-residence and a leader in the area of social enterprise ventures, have laid groundwork for the UB social enterprise program. The Annie E. Casey Foundation, The Thalheimer Foundation, the Open Society Institute and The Goldseker Foundation help support the Social Enterprise program. Over 40 nonprofits organizations have benefited from our program.

Future Initiatives:

• Continue to hold social enterprise forums that contribute to the Baltimore region.
The Greater University of Baltimore Community

Actions

The Merrick School of Business is a division of the University of Baltimore community. As an urban university with 6,000 students and more than 700 employees, the University of Baltimore is uniquely poised to become a leader in smarter, greener growth over the next few years. Almost every aspect of campus life provides opportunities to build a more sustainable community. A sustainable, green campus finds more efficient uses for existing infrastructure—and leads the way in creating new infrastructure and innovative programs. UB’s movement toward sustainability is well under way. The Sustainability Task Force brings students, faculty, and staff together to explore ways to encourage the UB community to become more environmentally aware and active. In the summer of 2009, a green roof was installed on the building that houses the School of Law and solar panels were installed on another campus building.

Initiatives

• Reducing the University's carbon footprint by implementing an Energy Performance Contract cutting UB's energy use by 30 percent
• Exploring sustainable construction methods and following green building practices
• Meeting LEED Gold certification standards in new construction, including the new John and Frances Angelos Law Center
• Promoting increased use of public transportation
• Expanding the University's recycling program planting more trees on campus and building “pocket parks”
• Incorporating sustainability as part of the University curriculum.