San Francisco State University

College of Business

Principles for Responsible Management Education (PRME)

Progress Report

2017
INTRODUCTION

We are pleased to present the 2017 report of the College of Business, San Francisco State University. We formally renew our commitment to the Principles of Responsible Management education (PRME).

The core values of San Francisco State University are equity and social justice, for which our institution has a long history of being well known. The university’s founding in 1899 and its “radical” teaching methods at the time, have transcended to today. We aspire towards true preparation for living a life of principle and value.

SF State University delivers on these values through the institution’s keen awareness and commitment to the socioeconomic diversity of its students, faculty and employees, recognizing the depth of the importance of values integration in extensive academic programs and campus-wide support systems for students, faculty, staff, local communities and global reaches. The College of Business at SF State promotes initiatives to create and sustain meaningful opportunities for campus and external citizenries that engage our students in meaningful discourse and activity to effect meaningful community and business values.

SF State’s College of Business (CoB) has long emphasized ethics, social responsibility and sustainability in its teaching, faculty research, annual campus events, and independent student projects. In Fall 2007, the CoB launched the MBA Emphasis in Sustainable Business, the first of its kind in the 23-campus CSU system. In Spring 2012, the college upgraded the emphasis to a formal concentration, which is reflected on a student’s degree transcript. Beginning in Spring 2015, the MBA Emphasis in Ethics & Compliance was launched, and a post baccalaureate course of study, Business Certificate in Ethics & Compliance, was launched following in Fall 2015. An undergraduate minor in Sustainable Business will be undergoing development in 2018.

The College of Business embraces ethical, socially responsible, and sustainability-focused best business practices reflective of the notion of corporate social responsibility in the classroom, and with external events. Students experience this emphasis in the classroom to embrace our campus’ commitment to the natural environment, social equity and justice. For 30 years, the CoB curriculum has required all graduate and undergraduate students to take a culminating course on business ethics, society, and sustainability to prepare them for the challenges of business and its corresponding stakeholders.

In 2010, CoB faculty developed a focal initiative in creating the Center for Ethical and Sustainable Business (CESB), launched in early 2011. CESB’s purpose is to focus on specific business practice areas beyond the classroom through shared executive business experiences, executive education, external speaker and student organized events, and faculty research on the university campus. CESB hosts a number of events and projects, as discussed further in this report: CoB’s dedication to ethics, social responsibility, and environmental issues is featured each November during its annual Business Ethics Week. In November 2017, we marked the 12th anniversary of this continually growing, focused series of industry speaker events and hands-on experiences with business ethics and sustainability in practice.
CESB also hosts annual *Ethics & Compliance Workshops* as initiatives to bring together business community executives, faculty and students through a series of focused engaging panel dialogues on the unique complexities and positive opportunities of linking ethical business practices with stakeholders. Further, the CoB has hosted five *High School Student Summer Sustainability Camps* on our campus with faculty and industry speakers, interactive exercises and case studies, and student projects for as many as 40 public high school juniors and seniors during a one week focus on business and sustainability practices.

The CoB is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute’s 2011-12 *Beyond Grey Pinstripes* survey. We had ranked No. 23 in the U.S. and No. 29 in the world in the previous survey. The survey measured how well institutions prepare students for environmental, social and ethical complexities of modern-day business.

We include in this report the numerous faculty research papers in published academic journals and outlets that focus on aspects of PRME’s purpose. Further, a number of our CoB faculty have engaged our business, economics, and labor studies students in direct community efforts to effect positive economic, environmental and social change impacts. Because we know there is much more to do, we appreciate the opportunity to share our progress and to learn from other institutions that have also implemented the PRME.

Further, the CoB is honored to have so many faculty who continue to place significant emphasis on ethics, corporate social responsibility and sustainability in the curriculum, and who, as a result of their commitment, voted to become one of the initial signatories in 2008 to the *Principles for Responsible Management Education* (PRME).
The Principles for Responsible Management Education

As institutions of higher learning involved in the education of current and future managers, the College of Business, San Francisco State University, voluntarily commits to engaging in a continuous process of improvement in the following Principles and their application.

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.

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.

Principle 3
Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

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.

Principle 6
Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Our progress in each of these areas is delineated in the pages that follow.
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.

**SFSU and College of Business Values**

SFSU has a long-time commitment to social justice. In fact, the first of the university’s seven strategic goals is:

“San Francisco State University demonstrates commitment to its core values of equity and social justice through the diversity of its students and employees, the content and delivery of its academic programs and support systems, and the opportunities for both campus and external constituencies to engage in meaningful discourse and activity.”

(SFSU Strategic Plan, [http://www.sfsu.edu/strategicplan/strategic.html](http://www.sfsu.edu/strategicplan/strategic.html)).

San Francisco State University has been recognized by the Association for the Advancement of Sustainability in Higher Education (AASHE) 2017 under the Sustainability Tracking Assessment and Rating System (STARS). Further, *Princeton Review of Green Colleges* ranking is among the nation’s top 353 environmentally responsible colleges and universities of 2,000 evaluated. And, the university ranked 136 among U.S. colleges and universities by the Sierra Club’s Greenest Universities ([http://www.sierraclub.org/sierra/2015-5-september-october/cool-schools-2015/full-ranking](http://www.sierraclub.org/sierra/2015-5-september-october/cool-schools-2015/full-ranking)) and listed in *Sierra* magazine’s “Cool Schools” ranking in 2010, 2011, 2015, 2016 and 2017. These acknowledgements recognize educational institutions with a demonstrated dedication to sustainability and its impacts on people and communities in infrastructure, activities and initiatives, as well as impacts on students in those communities. In these rankings, SF State was recognized for a variety of environmental activities, including: a wide range of degree offerings related to sustainability, research opportunities available at each of our campus locations and centers, and campus-wide composting activities, energy efficiency, water consumption and efforts to encourage biking and public transportation. The SF State campus Sustainability Committee, with College of Business representation, is focused on continuous improvement in each of these areas.

*Our commitment to sustainable business, diversity, social justice and global partnerships echoes our core philosophy of responsible leadership.* ([http://cob.sfsu.edu/about#vision](http://cob.sfsu.edu/about#vision)). SF State was previously ranked by the *Princeton Review* in the category, “Greatest Opportunity for Minority Students.” The commitment to social justice is reflected in our business curriculum, various student organizations, faculty and student research, CoB alumni and speaker programs, and faculty service activities to the San Francisco/Bay Area communities.
The Center for Ethical and Sustainable Business (CESB) was developed through the efforts of a number of CoB faculty to create a focus on ethics, corporate social responsibility and sustainable business practices in society for students and the business community in the San Francisco Bay Area. The vision for CESB is to be the Bay Area epicenter for integrating ethical, environmental and social sustainability business practices through engagement between San Francisco State University's College of Business students and Bay Area businesses. CESB’s primary purposes are to student education and engagement beyond the classroom, as well as serve as outreach to the business community and encourage scholarly research. The current CESB director is Denise Kleinrichert, Ph.D., a CoB faculty member teaching business ethics, society and sustainability courses on the undergraduate and graduate level. The CoB’s dedication to ethics, social responsibility, and environmental issues is delivered through CESB’s auspices in a number of ongoing initiatives.

- **Business Ethics Week.** In November 2017, we marked the 12th anniversary of this continually growing, focused series of industry speaker events and hands-on experiences with business ethics and sustainability in practice. Beginning in 2006, one full week was dedicated to this focus, with two campus speaker events and in-class topical discussions by College of Business faculty. Beginning in 2007, Business Ethics Week was led by a faculty member to become more fully developed to include external corporate speakers or events on campus every day, business-to-student panel discussions, student ethics debate team panels, film screenings, student start-up innovations to solve environmental and community social equity issues, round table ‘unplugged’ speaker events, and film screenings. This annual event hosts business executives sharing their progressive ethical and socially/sustainability-focused initiatives in their industries. Up to three events each day are held in the main campus Library, and one event each evening at the Downtown MBA campus location. The annual Student Ethics Debate is highly popular during this annual week – two to three student organization teams compete by debating the ethical implications of an assigned business case study before a panel of industry and faculty judges and an audience of student peers. Faculty also host specific ethics/sustainability-related topics and activities in each of their classes during this annual events week. A list of activities/speakers/faculty topics by year is maintained on the CESB website (see http://cob.sfsu.edu/sustainable-center/business-ethics).

- **West Coast (B)enefit Corporations Forum.** On April 24, 2012, CESB hosted this forum, bringing together Bay Area executives and B Corp founders at the downtown campus. California had recently become the seventh state to establish the legal entity known as Benefit Corporations, allowing companies to legally declare their fiduciary duty to the public benefit at large, as well as shareholders. The conference was designed to bring together CEOs and other executives from Bay Area Benefit Corporations and Certified B Corps, and faculty from business schools located throughout the western U.S. The forum was attended by over 40 business faculty from the U.S. and over 50 CEOs and executives from Bay Area Certified B Corps and Benefit Corporations, along with various non-profit executives and local political officials. (see http://cob.sfsu.edu/sustainable-center/bcorp-forum)
• **Ethics & Compliance Workshops** have been annual initiatives to bring together executives, faculty and students through a series of focused engaging panel dialogues on the unique complexities and positive opportunities of linking ethical business practices with stakeholders since 2013. CESB has hosted five E&C workshops at the downtown campus, with a sixth workshop planned for April 2018. These are discussed further in the Principle 6 section. Each workshop focuses on a specific topic, with guest industry executives presenting and debating best business practices, with students attending to hear, learn and network. A list of the workshops and speakers by year is on the CESB website (see [http://cob.sfsu.edu/sustainable-center/events](http://cob.sfsu.edu/sustainable-center/events)).

• **Student Organizations** are the connective initiative of undergraduate and graduate business students, in and outside of the classroom who also connect with business leaders in developing business relationships around many of the annual Business Ethics Week events. Two MBA and several undergrad student organizations have been instrumental in working with CESB over the years:
  - **Net Impact Student Organization and Alumni Chapter:**
    Net Impact is a global nonprofit network of undergraduate, graduate/MBA students, and professionals focused on “empowering a new generation to drive social and environmental change” on campus and throughout their careers with over 200 global chapters, and over 80,000 members on six continents, including 80 graduate schools ([https://www.netimpact.org](https://www.netimpact.org)). Net Impact states, “We believe that the business sector is a critical part of driving social and environmental change, and thus engage with a variety of big and small companies in their events and programs.” Its mission is “to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact.” SFSU’s College of Business chapter of Net Impact MBA student organization was formed in 2001 and has both current MBA students and alumni members. The SF State Net Impact chapter served as a co-sponsor for the Net Impact annual conference in San Jose, California in 2013. SF State students were active participants in planning panels and other activities for the conference, with 20 students and two professors attending. This is a student leadership organization that develops strong team skills in providing all students at SF State with a variety of opportunities to learn about environmental sustainability. During Business Ethics Week for the Fall 2015 semester, the chapter co-hosted a speaker panel titled *Clif Bar’s Supply Chain and Sustainability* that covered different sustainable initiatives at Clif Bar aimed at reducing the organization’s environmental impact through changes in its supply chain. A few weeks after the speaker panel, the chapter hosted a tour of SF Recology Waste Transfer and Recycling Center. This two-fold private tour explained the basics of what goes in each bin, how the company sorts, handles and disposes of all of its incoming trash, recyclables and compostables. During the Spring 2016 semester, the chapter held a *Leaders in Sustainability* speaker panel that included a representative from a B-Corp (Equator Coffee), a Non-Profit (Kiva.org), and a For-Profit company (Tesla Motors). The goal of this panel was to contrast how a company’s structure can alter the implementation of sustainable initiatives, as well as to give students advice on sustainability practices and lessons learned in promoting the triple bottom line. The final event for the 2015-2016 academic year was a screening of the documentary *Cowspiracy: The Sustainability Secret*, which was
followed by a Q&A session with one of the film’s directors. The goal of this event was to highlight the environmental impact of the animal agriculture industry, an extremely under-represented cause of climate change. By hosting these events, the chapter was able to meet the new requirements for Gold Status from Net Impact Central. This status is used by Net Impact to recognize chapters which go above and beyond in providing opportunities for leadership development to its members. In 2017, Net Impact worked with the Women in Business MBA student organization to co-host a Business Ethics Week panel discussion with Labor Voices founder, Kohl Gill.

• **Women in Business** (MBA graduate student org): Women in Business is dedicated to advancing the leadership and networking development of women business students at San Francisco State University. They build interpersonal bonds around shared values and goals, and work as team partners with other student orgs to create events and programs that focus on connecting students with peers and members of the business community. In Fall 2017, WiB partnered with POW (see below), and another student org, Financial Analysis Management and Education (FAME) to serve as co-panelists with a campus-invited social equity finance speaker during Business Ethics Week 2017. They partnered with Net Impact to host the Labor Voices speaker as well. And, WiB hosted a three-person panel of women executives on the topic of “Everyday Ethics in Business” during this same week.

• **Providing Opportunity for Women** (POW) (undergraduate student org): This student org purpose is: “to cultivate leadership and business skills in young adults to inspire and prepare them to be the business leaders of the future. POW collaborates with the LEMO Foundation to establish mentoring programs for young men and women. POW members and leaders act as role models and facilitate business activities to teach skills such as public speaking and business design and planning. Our purpose is to prepare the next generation to fulfill the leadership roles of the future.” POW co-hosted an event with WiB during Business Ethics Week 2017 as noted above. (website: [http://www.powsfsu.org/project-pow.html](http://www.powsfsu.org/project-pow.html))

• **Economics Student Association** (ESA) (undergrad/graduate student org): The Economics Student Association is a student association for undergraduate and graduate scholars at San Francisco State University with an interest in economics. The goal of the ESA is to foster a sense of community between students, faculty, and alumni, while promoting communication with external organizations and supporting student initiatives that go beyond the curriculum of the major. ESA has participated in the annual Student Ethics Debate, Business Ethics Week, between student orgs every year since 2012 (and won or lead the debates).

• **Black Business Students Association** (BBSA) (undergrad business student org): The Black Business Students Association at San Francisco State University is dedicated to promoting academic and professional excellence. We empower black students by providing networking opportunities and resources for professional excellence. BBSA is a new student org in 2017, and hosted as debate discussion moderator during the Business Ethics Week 2017 student debate.
• **High School Student Summer Sustainability Camps** with faculty and industry speakers, have been offered half-days for one week during five summers, beginning in 2012, with funding from Silicon Valley Bank. Each camp is facilitated by volunteer faculty, MBA alum, and Bay Area company guest speakers to engage San Francisco Unified School District (SFUSD) public high school students in interactive exercises and case studies on the SFSU campus. The camp has hosted as many as 40 public high school juniors and seniors during the one week focus on business and sustainability practices (see [http://cob.sfsu.edu/sustainable-center/events](http://cob.sfsu.edu/sustainable-center/events)).

**Summary**

The College of Business at San Francisco State University has created an organizational culture committed to developing the capabilities of university and high school students to be future generators of ethical, social and sustainable value for business and society. We effect this development through the CESB’s goals and activities, which are open to the university student and faculty community, as well as the San Francisco community at large. The College of Business has created this culture through extracurricular educational programs in support of **Principle 1**.
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.

Curriculum Goals

The core courses at both the undergraduate and graduate levels have stated learning goals. These goals reflect the importance placed on including social, ethical and environmental content in core courses, also reflecting our ongoing AACSB accreditation reviews. The learning outcomes demonstrate that each student will be aware of and understand ethical, global and social issues related to the operation of business surrounding key business decisions, use critical thinking and act responsibly. The majority of core courses at both the undergraduate and graduate level are expected to include content that relates to these goals. These goals are assessed by individual faculty teaching each designated course and by an internal learning and assessment committee each academic year. Further, the CoB courses have resulted in developing, implementing and measuring academic and institutional goals; strengthening concentrated and integrated core curriculum courses; and hiring faculty educated in and doing research in society, stakeholders, and sustainable business. More than 30 MBA courses across all CoB Departments include social, environmental or ethical content.

The undergraduate core curriculum includes the following learning goals:

Undergraduate students understand ethical, legal, political, social and environmental issues:

a. Ethical issues
(1) Students will identify key concepts in business ethics;
(2) Students will recognize the ethical dilemmas in specific business cases;
(3) Students will analyze how ethical issues can affect the interests of different stakeholders;
(4) Students will propose a business solution to the ethical dilemmas.

b. Legal, political, social and cultural issues
(1) Students will recognize the relevant global issues including legal, political, social and cultural factors in specific management situations;
(2) Students will analyze the impact of the global issues related to legal, political, social and cultural factors in specific management situations;
(3) Students will demonstrate the ability to propose business solutions based on the analysis of global issues including legal, political, social and cultural factors.
(4) Students will understand the ethical, legal, political, social and cultural environmental issues related to the operation of business.

Graduate students develop and also understand ethical, legal, political, social and environmental issues and are able to specifically meet the above learning goals and also:
(1) Identify, articulate and disseminate the core organizational values related to *ethical, global and social awareness*

(2) Evaluate ethical, global and social issues of each business option; make business decisions consistent with every stakeholder group, stakeholder needs, business values.

**Courses in Business, Ethics, Society and Sustainability Areas**

For over thirty years, the College of Business has required each undergraduate student to take a specific course that covers the social, ethical, legal, political and environmental issues facing business. There are also additional popular elective courses in business ethics theory and practice, social innovation and entrepreneurship, and greening of business (undergrad classes 300-600 level). We don’t list every undergraduate course that may have some ethical, social responsibility or sustainability topic incorporated by individual faculty. At the graduate level, a number of elective courses are offered that include these skills in specific and general functional areas of business, providing a choice for students to hone their specific areas of business study in environmental impacts, social entrepreneurial innovations, business ethics and stakeholder impacts, supply chain environmental footprints, and ethics specific to accounting. (Grad classes 700-800 level)

**At the Undergraduate level, a selection of ethics-intensive courses:**

**Seminar on Business and Society (BUS 682) (required)**
Dialogues and case study analyses of business and its interaction with the ethical, legal, public policy, social, technological, and environmental effects on individual stakeholders in managing the business enterprise in domestic and global societies.

**Ethics at Work: Business Impacts (BUS 440)**
Analysis of applied ethical theory, decision-making and practice to workplace issues in business and related organizations using interactive learning case studies, class exercises, and student presentations.

**Greening of Business (BUS 450)**
Impact of business firms on the natural environment; forces driving businesses to become environmentally sustainable and types of approaches businesses are taking to respond to environmental issues.

**Social Entrepreneurship (MGMT 535)**
Development of business skills to create innovative approaches to societal problems. financial sustainability. Emphasis on opportunity assessment, business models, strategy and social impact.

**Sustainability and Innovation (MGMT 655)**
Challenges of creating a more sustainable society and the emerging opportunities for business to become an innovative force in addressing those problems.
Business Innovation to Meet Emerging Needs (MGMT 655)
Business opportunities emerging at the intersection of business and society's emerging needs. Knowledge and practical skills to address needs not met effectively by current business practices.

Sustainable Supply Chain Management (DS 655)
Design and management of supply chains, cost-effectiveness, environmental and social responsibility. Includes global facility and network design, aggregate planning, transportation, inventory management.

Collective Bargaining (ECON 511)
Collective bargaining, legislation, labor unions; case studies in labor law.

Economic Development (ECON 620)
Analysis of the economic roles of domestic, private, and public sectors as well as international institutions such as the World Bank, the United Nations, and multinational corporations.

Natural Resource Economics (ECON 675)
Introduction to the economics of natural resources. Models of optimal depletion of nonrenewable resources and optimal use of renewable resources. Model application to energy, forests, fisheries, water, and climate change.

International Business and Multicultural Relations (IBUS 330)
International business: social, political, cultural and economic environments and their effects on functional management. Trade, global strategy, foreign direct investment, economic integration, foreign exchange, and the multinational enterprise.

Social Entrepreneurship in a Global Context (IBUS 676)
Examination of social entrepreneurship in a global context. Focus on new business models, micro-financing, and community-based entrepreneurship.

Information Security Management (ISYS 575)
Information security from a management perspective. Identification of organization's information assets, threats to these assets, information security strategy to protect assets.

Women and Work (LABR 343)
Position and roles of women in the productive activities of society: paid and unpaid. Patterns of household and workplace employment, discrimination in pay and working conditions, relevant laws, explanations for the evolution of patterns.

Diversity in the Workplace (LABR 525)
An overview of workplace diversity and strategies. Theoretical debates and issues related to race, ethnic origin, gender, sexual orientation, class, age, and disability. Individuals and organizations can maximize benefits through respecting and working with diversity.
International Labor (LABR 550) Analysis of labor's role in the developed economies, East and West, and in developing areas. Theoretical perspectives on international labor. Migration and population as they relate to labor. Impact of trade treaties on labor markets.

At the MBA/MSA/MA Economics Graduate level, a selection of courses offered in select past and current semesters, many of which previously met the Beyond Grey Pinstripes Objectives:

Business Ethics, Society & Sustainability (BUS 884)
Role and impact of business in society. Contemporary social, political, legal, and ethical issues that demonstrate mutual impact of economic and non-economic institutions both domestically and abroad.

Ethics and Compliance in Business (MGMT 850)
Focus on integrity, understanding and applying managerial ethical decision-making, understanding regulatory compliance as it relates to a variety of organizational functions, developing ethics training, and evaluating stakeholder impacts. Extensive use of decision-making application models through case studies and interactive exercises.

Innovation for Sustainability (MGMT 858)
Focus on business innovation to meet society’s emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

Strategies in Emerging & Developing Economies (IBUS 868)
Examination of the strategies and basic institutions underlying emerging markets in developing economies. Focus on strategies, business models, micro-financing, and community-based initiatives.

Accounting Ethics (ACCT 818)
Advanced topics in accounting ethics including the application of professional ethics and responsibilities in the accounting and business environment and an analysis of the underlying ethical reasoning.

Ethics and Contemporary Accounting Issues (ACCT 890)
Supervised independent and group research into contemporary topics and issues in accounting including international accounting standards and ethics, culminating in oral and written presentations.

Health Economics Analysis and Research (ECON 640/840)
Introduction to health economics; why health care is different from other goods; analysis of the US health care market; health in development and health evaluation.
Management Principles and Organizational Behavior (BUS 788)
The purpose of this class is to introduce students to theories and best practices of management and leadership, including employee rights and participation, workforce diversity, global environment, managerial ethics, corporate social responsibility.

Seminar in Organizational Design and Change (MGMT 842)
This class examines the utilization of behavioral science knowledge to enhance employee well-being, including high personal ethics, confidentiality of employee data.

Seminar in Leadership Patterns and Opportunities (MGMT 848)
This seminar blend managements and leadership theory to include ethics in executive decision-making, organizational structures that lead to corporate social responsibility, the ethics of control systems, and sustainable development.

Seminar in Strategic Management (BUS 890)
Students study and analyze ethical issues faced by business general managers in organizations and discuss frameworks for helping managers make ethical/moral decisions including a firm's social and environmental responsibilities.

Seminar in Financial Management (FIN 820)
Analysis and management of corporate financial risk exposure using financial derivatives, risk exposures, compensation schemes, conflicts of interest for credit rating agencies, and mortgage securities considerations.

Financial Analysis and Management (FIN 819)
Topics include the valuation of financial and real assets, risks and returns, agency issues, capital budgeting, capital structure, forecasting cash flows associated with environmental and social initiatives or with projects that have social or environmental risks.

Seminar in Investments (FIN 825)
This course introduces students to financial decision-making in areas such as stock and risky asset portfolio management, bond portfolio management, financial derivative investment, and market efficiency and behavioral finance. Differentiation made between legal but are not ethical issues.

Legal and Professional Responsibilities in Accounting (ACCT 804)
The course provides an in-depth examination of the role of accountants for public companies, and their responsibilities under the Securities Acts, state, regulations, and standards of professional conduct. Topics include: ethical issues, conflicts of interest.

Federal Income Taxation (ACCT 811)
This course provides discussions on ethics and professional responsibility in the backdrop of complex federal income tax system, temptations to cheat or create questionable interpretations of the tax law, legal consequences.
**Seminar in International Business (IBUS 815)**
The effects of globalization and their impact on management of international businesses, ethics cases (i.e., responsibilities of pharmaceutical companies' to AIDS patients in Southern Africa), and social impacts of outsourcing and off shoring.

**Operations Analysis (BUS 786)**
Operations management related to productivity, quality and decision-making in the operations of goods and services, cost savings associated with waste disposal, and ethical aspects of product quality.

**Management Decision Making (DS 852)**
The course includes case studies that require students to address some of the social and environmental implications of business decision-making. Examples include the social impact of plant closings, optimization of production and quality-of-life impacts.

**Total Quality Systems (DS 854)**
Total Quality Management (TQM), Baldrige National Quality Award criteria, ISO 9000 certification and Six Sigma quality concepts are covered. Course includes product liability, effects of ISO 14000 on the supply chain, and stakeholder goodwill.

**Supply Chain Management (DS 855)**
This course is an introduction to the techniques and concepts of Supply Chain Management, and the social, cultural, and environmental issues involved in plant location when outsourcing production, as well as customer relationship management (CRM).

**Seminar in Project Management DS 856**
Students understand the entire project life cycle, realize the importance of technical, human and organizational issues in managing a project and know how to plan, schedule and control a project’s impacts (environmental, social and ethical issues).

**Information Systems for Management (BUS 782)**
Topics covered include: Role of information systems, data and knowledge management, internet infrastructure, information security, e-commerce, intranet and extranets, enterprise information systems, ethics, risks and compliance.

**Information Systems for Strategic Advantage (IS 814)**
Discussion of the economic and environmental implications of distributed systems, energy use in data centers, reduced need for physical facilities and equipment, and consideration of environmental life-cycle impacts of equipment. Also: governance and compliance, global issues and the digital divide, privacy

**Seminar in Information System Resource Management (IS 882)**
Topics covered in depth include an exploration of what it means to be an ethical CIO, IT governance issues such as Sarbanes-Oxley and CoBIT, the impact of information technology on society and IT globalization issues.
E-Commerce Systems (IS 871)
Topics include: privacy issues, implications for protecting customer information, mobile computing, impacts on society, environmental impacts.

Marketing Management and Multinational Operations (BUS 787)
Explores the global, social and economic environments of business influence marketing. Specific topics include social marketing for issues such as energy conservation, green washing, deceptive advertising, and ethical issues in market research, consumer privacy.

Strategic Marketing (MKTG 860)
Developing understanding of social responsibility in marketing. Cases on sustainable, socially responsible positioning, social marketing for health awareness, fairness in pricing, truth in advertising, planned obsolescence, targeting of children and vulnerable populations, competitive intelligence gathering.

Consumer Behavior (MKTG 861)
The course examines psychological, sociological, anthropological and economic processes affecting consumer choices and the implications of those factors for consumer and societal well-being.

Brand Management (MKTG 875)
This course focuses on strategies for building and maintaining brands, consumer responses and brand strategies. Topics include the harm to brands from boycotts and consumer campaigns motivated by the ethical and social conduct of the firm.

Marketing of High-Technology Products and Services (MKTG 885)
This course focuses on marketing high technology, uncertainty, social and ethical issues. Discussions focused on a stakeholder view of the dilemmas. Other topics include safety and environmental effects associated with technological uncertainty.

New Product Management Seminar (MKTG 888)
This course addresses the design and development of new products and innovations and exploration of products to address social needs, and evaluate the environmental effects of their product ideas.

Many other undergraduate and graduate courses include specific, interspersed curriculum topics on ethical, social, and environmental issues through the use of case studies and other content developed by individual faculty. We survey faculty each November to identify those course topics specifically discussed in class during the annual Business Ethics Week (see 2017 listing: http://cob.sfsu.edu/sustainable-center/business-ethics/2017-faculty-activities).
Ethics and Sustainable Business Faculty

The CoB has institutionalized its commitment to business ethics, social responsibility and sustainability by hiring full-time faculty members who specifically teach courses in the social, ethical and environmental aspects of business. These faculty have also been involved in individual Business Ethics Week events. We are currently adding two additional fulltime faculty in this area beginning Fall 2018. Many additional fulltime faculty and adjunct lecturers in other discipline areas of the College of Business incorporate these values into their topical undergraduate and graduate courses.

Murray Silverman, PhD, Professor Emeritus of Management in the College of Business. He teaches the Seminar in Business & Society each summer, and prior in the areas of Strategic Management, and Business & the Natural Environment. A primary focus of his teaching and research has been the impact of business organizations on the natural environment and what they are doing and can do to become more environmentally sustainable. In 1995, he developed a graduate seminar – BUS 857: Business Management and Environmental Leadership. He also developed MGMT 856: Managing the Sustainable Business, which he teaches every Fall semester. In 2000, he developed an undergraduate course – BUS 450: The Greening of Business – which is a General Studies course, an elective for College of Business students, and an elective for Environmental Studies majors. He received his M.S. in Industrial Administration from Purdue University’s Krannert School and his Ph.D. in Business from Stanford University.

Tom Thomas, PhD, Full Professor and Chair of the Management Department in the College of Business. He teaches in the area of the Social, Political, Ethical and Legal Environment of Business. He began his academic career as an assistant professor in the University of Washington's School of Business Administration, where he spent eight years teaching courses in Business, Government, and Society, Environmental Management, and the Politics of Business Regulation. While there, he conducted research primarily in business political strategy and corporate environmental management, and co-founded the first MBA Environmental Management program in the U.S. He received both his Ph.D. (in Business & Public Policy) and his MBA from University of California, Berkeley. He also received his Master of Public Policy degree from the University of Michigan.

Peter Melhus, PhD, Associate Professor Emeritus in the College of Business (retired May 2016). He taught in the areas of the Social, Political, Ethical and Legal Environment of Business and the environmental and social dimensions of sustainability. In 1998 he completed a 25-year career with Pacific Gas & Electric Company, the last eight directing environmental policy for the company. His primary research interests focus on institutionalized incentives for corporate social and environmental responsibility and the relationship of corporations to their external constituents. While lecturing at San Jose State University in 2005, he developed a graduate course, which helped students understand why public, and private sector environmental planning is in the self-interest of the business community. He received his Ph.D. in City and Regional Planning from U.C. Berkeley and his MBA from Santa Clara University.

Denise Kleinrichert, PhD, Associate Professor, Management/Ethics in the College of Business. She teaches in the areas of Business Ethics, and Business, Society and Sustainability, and Ethics
& Compliance. Her career includes corporate managerial experience in risk management and human resources in the insurance, hospital, and banking industries. She has published in the areas of corporate community initiatives, corporate social responsibility and accountability, sustainable business, MBA business education, and board director risk and transparency, and student attitudes regarding corporate responsibilities. She has developed and taught undergraduate and graduate business ethics, society and sustainability courses at the University of South Florida and SFSU. She received her Ph.D. and MA in Philosophy, and MLA in Social & Political Thought from the University of South Florida. She has her BA in economics from Indiana University and her undergraduate studies included social, labor, and urban economics.

**Geoff Desa**, PhD, Associate Professor of Management in the College of Business. His teaching focuses on business & society, strategic management, and social entrepreneurship. Geoff's research examines resource mobilization and venture development in the technology and social entrepreneurship sector. He earned his Ph.D. in business from the University of Washington in Seattle with emphases in technology entrepreneurship, strategic management, and public affairs. Geoff worked at Novera Optics and at Hewlett Packard as an optical engineer. He earned his M.S in electrical engineering from Stanford University. He is on the board of the Common Data Project, a technology social venture engaged in information technology privacy. He also currently serves as an executive fellow at Santa Clara University’s Global Social Benefit Incubator.

**Smita Trivedi**, PhD, Assistant Professor of Management in the College of Business. Her teaching focuses on business and society/sustainable business in the management department at the College of Business. She teaches the Seminar in Business and Society course. Professor Trivedi received her undergraduate degree from Duke University in public policy, her master’s degree in administration, planning and social policy from Harvard University, and her Ph.D. in strategic management and public policy from the George Washington University School of Business. Her research is focused on business and poverty alleviation, and has conducted research in the areas of social and ethical bases of trust networks in business. Her publications have been in the areas of business ethics education, business and peace, and her dissertation focused on women entrepreneurs in the context of extreme and moderate poverty in India. She was named an emerging scholar and awarded the Founders' Award at the Society for Business Ethics in 2010.

**Oscar Stewart**, PhD, Assistant Professor of Management in the College of Business. He teaches the Seminar in Business and Society, and his research focuses on the intersection of organizational theory, strategy and business ethics. His main research stream is focused on corporate irresponsibility and includes a theoretical account of corporate strategic irresponsibility, empirical exploration of corporate strategic irresponsibility’s mechanisms, as well as an exploration of the determinants of corporate integrity violations in the pharmaceutical industry. Oscar earned his Ph.D. from the University of North Carolina Charlotte’s Interdisciplinary Organizational Science Program. Prior to his doctoral work, Oscar worked at Travelers Insurance as a commercial insurance underwriter and as a program facilitator in talent management.
Manely Sharifian, PhD, Assistant Professor of Management in the College of Business. She teaches business and society courses at SF state, and prior to that lectured in strategic management, and organization behavior at University of Alberta. Manely’s research examines the industry and country conditions that stimulate clean technology patenting, and the political, economic, and firm-specific features of cleantech start-ups that attract investment capital. In both her R&D and commercialization (supply and demand side) analyses, she controls for standard economic and policy features of country and regional contexts, focusing instead on how firm and management identities enable clean tech ventures to launch and succeed. Manely is also interested in women's entrepreneurship; she won the Best Paper Award in the 'Entrepreneurship and Gender' section at the Diana-ACERE Conference in Australia 2012. She earned her Ph.D. in business from University of Alberta in Canada and her MSc. in management and economics of innovation from Chalmers University of Technology in Sweden. Prior to that she worked for several years in oil and gas consulting companies in Iran. She earned her BSc. in Industrial Engineering from Amirkabir University of Technology in Iran.

Ian Dunham, PhD, Assistant Professor of Management in the College of Business. He currently teaches the seminar course Business and Society (BUS 682). His main goal is to help students question conventional wisdom about social, ethical, environmental, and regulatory issues facing businesses by analyzing case studies and thinking critically about current events and macroeconomic trends. His research explores new ways of examining the impact of business on society and the natural environment. Specific interests include consumer finance and financial inclusion, entrepreneurship and environmental sustainability, and the ability of the private sector to innovate to alleviate poverty. His service to the University includes helping to organize Business Ethics Week with the Center for Ethical and Sustainable Business (CESB). Dr. Dunham received his Ph.D. in Geography and Urban Studies from Temple University, M.B.A. from the University of Oxford where he was a member of Green-Templeton College, and B.A. from the University of Colorado at Boulder. Prior professional experience includes working in consulting in Silicon Valley, teaching at Temple University, and service in public policy as a Legislative Aide on Capitol Hill.

Summary
The College of Business at San Francisco State University has created a faculty presence and culture committed to teaching and developing educational support for ethical, social and sustainable value for students enrolled in College of Business courses. We value the tenets of global social responsibility and the international initiatives of the United Nations Global Compact in support of Principle 2.
Principle 3

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

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**College of Business Academic Degrees - Ethical, Social and/or Environmental Focus**

One very good measure of the extent to which an MBA program is preparing future business leaders to be able to deal with social, ethical and environmental challenges is the earlier biennial *Beyond Grey Pinstripes Survey* conducted by the Aspen Institute. The survey measures how well institutions prepare students for environmental, social and ethical complexities of modern-day business. The College of Business (CoB) is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute’s 2011-12 *Beyond Grey Pinstripes* survey. The biennial survey measures how well institutions prepare students for environmental, social and ethical complexities of modern-day business. In the 2009-2010 Beyond Grey Pinstripes survey, SFSU’s MBA program ranked 29th internationally and 23rd nationally for its inclusion of ethical, social and environmental content. This determination reflected significant growth from the earlier assessment. In the 2007-2008 Beyond Grey Pinstripes survey, SFSU’s MBA program ranked 37th internationally and 27th nationally for our inclusion of ethical, social and environmental content. SFSU was one of only two state universities to be ranked in the top 100 in each of these evaluations.

The specific degree programs continued to be offered in the College of Business is evolving to meet the contemporary needs of business, society and ethical leadership, and as embraced by the PRME.

**MBA Concentration in Sustainable Business**

In 2007, the COB developed the *MBA Emphasis in Sustainable Business*. In Spring 2012, the college upgraded the emphasis to a formal *Concentration*, reflected on a student’s degree.

This concentration provides students with an in-depth appreciation of the environmental and social dimensions of conducting business in a global market. Three aspects of sustainable business that improve a firm’s long-term performance are emphasized: managing risks (regulatory, reputation, litigation, market, etc.); values-driven leadership; and recognizing market opportunities created by environmental and social challenges. Learning outcomes include how to articulate the business case for sustainability, how to develop and lead internal and external coalitions needed to drive organizational change, and how to implement metrics for measuring progress and providing accountability.
In addition to the core MBA requirements, students specializing in sustainable business are required to complete the following courses, as well as two advanced level business electives with significant sustainability content.

**Business Ethics, Society and Sustainability (BUS 884)**
Role and impact of business in society. Contemporary social, political, legal, and ethical issues that demonstrate mutual impact of economic and non-economic institutions both domestically and abroad.

**Business Management and Environmental Leadership (BUS 857)**
Impact of business organizations on the natural environment. Approaches to effectively respond to environmental issues.

**Innovation for Sustainability (MGMT 858)**
Focus on business innovation to meet society's emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

### MBA Emphasis in Social Innovation

In Spring 2013, the college of Business launched a new MBA emphasis in Social Innovation. This emphasis provides students with a focus on applying business innovation skills to address complex social problems. This skills-oriented emphasis serves the needs of social-entrepreneurs, and early to mid-career professionals working in businesses, social change organizations, and other organizations hoping to develop business skills to address social problems and opportunities.

Learning outcomes for the emphasis include:
- ability to articulate the business case for social innovation to senior management or in one's own entrepreneurial organization,
- skills to promote creativity/innovation in an organization,
- ability to apply the tools and concepts of creative problem formulation/solving to complex social challenges and opportunities,
- capability to communicate findings to diverse audiences, and
- ability to implement consistent with social responsibility and sustainability imperatives.

In addition to the core MBA requirements, students complete the following three required courses, and two electives approved by a Social Innovation Emphasis advisor.

**Creativity for Managers: A Global Perspective (IBUS 841)**
Recognize, analyze, and support the value-adding determinants of creative behavior in global context; techniques for enacting and fostering productive creativity.
**Seminar in Social Entrepreneurship (MGMT 863)**
Exploration of how entrepreneurial individuals and companies find innovative methods to leverage scarce resources in the pursuit of social values. Special focus on socially responsible business practices used in the apparel industry.

**Innovation for Sustainability (MGMT 858)**
Focus on business innovation to meet society's emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

**MBA Emphasis in Ethics and Compliance**
In Spring 2015, the MBA program introduced the emphasis in Ethics and Compliance based on industry interest in developing a pipeline of skilled graduate level students who would take course work that would provide specific skills in ethics and compliance in organizations. Ethics and compliance professionals’ role is to reduce the risk of unethical or illegal activities in organizations by developing policies and procedures to prevent these failures. Examples of tools developed by E&C specialists include corporate codes of conduct and employee training, analytical frameworks and decision-making, as well as advisement to top management and senior leaders towards ethical corporate cultures. Bay Area employers have indicated a need to recruit a large number of ethics and compliance staff and officers.

Learning outcomes include:
- identifying ethical issues and developing solutions
- ethical analysis and decision-making models for strategic planning
- understanding the demands of transparency and Sunshine Laws
- effectively understanding, negotiating and managing business risks and safety for stakeholders
- understanding the compliance and regulatory challenges of global business practices
- measuring and auditing the effectiveness of compliance programs
- integrating, aligning ethics and compliance management and risk management, with analytics and technologies
- understanding the complexities of technology and protections for stakeholder privacy
- developing organizational operations, training and structures under Chief Ethics and Compliance Officers
- operating as change agents
- developing best practices in leadership of organizational processes and managing stakeholder impacts

In addition to the core MBA requirements, students must complete the following three required courses, and two electives approved by an Ethics and Compliance faculty advisor:

**Ethics and Compliance in Business (MGMT 850)**
Focus on integrity, understanding and applying managerial ethical decision-making, understanding regulatory compliance as it relates to a variety of organizational functions, developing ethics training, and evaluating stakeholder impacts. Extensive use of decision-
making application models through case studies and interactive exercises. Research or internship in an area specific to students' careers.

**Leadership in Action (MGMT 857)**
Focus on the strategic, operational, functional, ethical and integrity challenges of leadership in practice. It is taught by faculty using leadership readings, case studies, experiential exercises, and incorporates frequent corporate leaders as guest speakers.

**Business Negotiating in the Global Economy (BUS 859/IBUS 859)**
Development of business negotiating skills through experiential exercises, negotiation role-plays, and cases involving common business negotiation situations and contexts. An emphasis is placed on learning negotiation fundamentals first, and then understanding how to adjust those fundamentals to be effective internationally and cross-culturally. Integrity and ethics issues associated with domestic and international negotiations.

**Business Certificate in Ethics and Compliance**
Launched Fall 2015, the *Business Certificate in Ethics and Compliance* provides academic credit coursework study towards professional credentials for Ethics and Compliance (E&C) specialists. The required three courses for the certificate are outlined above, and fully complete the requirements for the certificate program. E&C professionals work to prevent their organizations from committing errors that violate ethical standards of best practice or regulatory compliance. E&C specialists assess a company’s potential adverse or ethical impacts on their stakeholders. These specialists may also use analytical tools, such as Enterprise Risk Management (ERM), to proactively measure the effectiveness of ethical practices and assess compliance with U.S. and global regulations by identifying specific situations of risk to an organization’s stakeholders (i.e., employees, customers, suppliers, regulators and communities).

Two key areas of need for E&C specialists are leadership in instantiating internal control and strategic planning in various functional areas of a company. Their role is to reduce the risk of unethical or illegal activities by individuals working in organizations through the development of policies and procedures to prevent these ethical failures. E&C specialists must be able navigate within an organization to develop best practices as leaders in using ethical strategies and negotiation skills. Examples of tools developed by E&C specialists include developing and supporting corporate codes of conduct, employee training, regulatory compliance processes, analytical assessment and forecasting, negotiation strategies, and advisement to top management and senior organizational leaders towards ethical corporate cultures.

**Summary**
The College of Business at San Francisco State University has created these educational curriculum studies for the ongoing development of our students as ethically responsible leaders in society through ongoing curriculum development that engages students in support of Principle 3.
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.

College of Business Faculty Research – Peer Reviewed Publications

The College of Business faculty actively engages in academic research on the intersection of business and society regarding issues specifically relating to the ethical, social, and environmental sustainability dimensions of business. Our faculty also present their research at innumerable academic and practitioner conferences on these topics, which such list would be too lengthy for purposes of this report. This report includes published peer reviewed articles and book chapters authored and co-authored by SF State College of Business faculty. Faculty frequently use their research findings to add context and further depth to classroom discussions, thereby enhancing student understanding of business as it relates to the creation of ethical, social, environmental and economic value in society. We list here our faculty academic, peer-reviewed publications on these topics from 2011 - 2017.

Published research from our faculty (bolded) includes:


• Lin, H., Chang, O., Chang, C. C. 2014. Importance of Sustainability Performance Indicators as Perceived by the Users and Preparers. *Canadian Center of Science & Education*.


• Aday, J. B., Phelan, K. V. 2013. Green at home. Green on the road? An examination of
whether individuals who practice Eco-Sustainable behaviors in their daily lives maintain these habits while travelling. *Journal of Tourism, Hospitality & Culinary Arts* 5(1): 30-58.


- **Lamm, E., Tosti-Kharas, J., & Williams, E.** 2013. Read this article but don't print it: Organizational citizenship behavior toward the environment. *Group & Organization Management*, 38(2), 163-197.

- **Lamm, E., Tosti-Kharas, J. & King, C. E.** 2013. Illuminating the consequences of turning off the lights: The relationship between organizational citizenship behavior toward the environment and employee attitudes. *Journal of Business Ethics*.


- **Kumar, M.** 2013. When might consumers choose a more sustainable product despite a tradeoff with other product attributes? *Journal of Consumer Psychology*.


- **Mak, B., Beckman, P., & Bohn, N.** 2013. Mobile phone accessibility values for users with disabilities. *International Journal of Mobile Communications*.


- **Sengupta, S., Wang, D.** 2013. The roles of mass media and personal information sources on adoption of pandemic vaccines, Academy of Marketing Science Conference.


- **Mak, B., Beckman, P. & Bohn, N.** 2013, Mobile phone accessibility values for users with disabilities, *International Journal of Mobile Communications*.


- **Wakeland, W., Cholette, S., Venkat, K.** (2012). In Boye, Joyce I. and Arcand, Yves (Ed.), *Green Technologies in Food Production and Processing*. Springer. 978-1-4614-1586-2


- Wakeland, W., Cholette, S., & Venkat, K. 2012. Food transportation issues and reducing carbon footprint (Ch. 9), *Green Technologies in Food Production and Processing*, Joyce I. Boye, Yves Arcand (eds.), Springer, 211-238.


- Purser, R. 2012. Deconstructing lack: A Buddhist perspective on egocentric
organizations. Tamara Journal for Critical Organizational Inquiry. 
http://peaceaware.com/tamara2/


Summary

The CoB faculty have engaged in numerous areas related to the conceptual and empirical research in ethical, social and environmental sustainability inquiries of business’ intersection with society that advances our understanding about the role, dynamics, and impact of corporations in the creation of stakeholder value in support of Principle 4.
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.

The College of Business hosts a number of Continuing Service Learning (CSL) projects, internships, events, and workshops and that are collaborative relationships with business corporations and organizations, as well as business professionals, to share knowledge about best practices and challenges in ethical, social and environmental learning, responsibility and practice for our students. These projects develop campus and community value by developing awareness of the challenges to meet global social and environmental issues that provide skill-building for university students, faculty, business leaders, and the community.

Ethics and Compliance Workshops
The Center for Ethical and Sustainable Business (CESB) hosts industry outreach workshops for existing and those seeking professional roles in ethics and compliance. These are formal educational executive workshops, with students, alumni and faculty invited to attend. A core resource group of Ethics & Compliance executives from healthcare, biotech, pharma, technology, and hospitality industries assisted Prof. Denise Kleinrichert, CESB Director, in developing a series of workshops based on specific expertise in ethics and compliance, with a focus on upper and midcareer professionals, their staff members and our students (undergrad and MBA). As a result, we have held four workshops, with a fifth scheduled for April 2016:

- **Ethics & Compliance Workshops** have been annual initiatives since 2013 with focused engaging panel dialogues on the unique complexities and positive opportunities of linking ethical business practices with stakeholders. CESB has hosted five E&C workshops at the downtown campus, with a sixth workshop on cybersecurity, ethics and privacy planned for April 2018. Each workshop focuses on a specific topic, with industry executives presenting and debating best business practices, with colleagues and students attending to hear, learn and network. A list of the workshops and speakers by year is on the CESB website (see [http://cob.sfsu.edu/sustainable-center/events](http://cob.sfsu.edu/sustainable-center/events)).

Community Service Learning (CSL)

Community Service Learning (CSL) projects are prevalent on the SF State campus (see [http://bulletin.sfsu.edu/resources/community-service-learning/](http://bulletin.sfsu.edu/resources/community-service-learning/)). The College of Business’ Economics Department faculty have embraced this program by connecting their students with business/organizational entities to interact with managers to work towards extending student and
faculty knowledge of the social and/or environmental challenges to embracing local and global responsibilities.

- Dr. Anoshua Chaudhuri uses her Health Economics Research class (mixed undergrad/grad students) to engage a community service learning component for ten students in 2016-17 who partnered with local nonprofit health agencies to gather or analyze data that would help the agency's cause, continued funding and sustainability in the community.

- Dr. Sepideh Modrek runs the Health Equity Institute Internship program for graduate students where students are matched to faculty research projects for one semester on a public health related topic related to health equity, builds student research skills, and works under faculty mentoring supervision.

- Dr. Venoo Kakar served as Economics Dept. Faculty Advisor to the student teams from SFSU that competed in the National Level UpToUs competition, a product of a partnership between three nonpartisan, nonprofit organizations dedicated to engaging the next generation of leaders on important issues: the Clinton Global Initiative University, Peterson’s Foundation and Net Impact.
  - The purpose of UptoUs is to raise awareness of our country’s long-term fiscal challenges and how they could affect our economic future and to encourage students to make their voices heard on these critical issues.
  - Select teams from universities nation-wide receive training and funds to run tailored campus campaigns to educate their peers and inspire collective action; gathering support through pledges on campus by tabling, entering classrooms to present, and through the use of social media.
  - Students build critical skills in leadership, strategy development, and community engagement. The SFSU team ranked 10th among 52 universities in 2015 and was invited to meet with policy organizations, civic groups, and leaders from across the political spectrum to discuss millennials’ stake in fiscal issues, and attend the Peter G. Peterson Foundation’s Fiscal Summit.

- Dr. John Logan, Labor Studies, had students serve internships to develop greater insights into the economic, equity and social challenges in employment:
  - Office of Labor Standards Enforcement for the City of San Francisco
  - Young Workers United (worked on outreach to young and immigrant workers on issues related to paid sick leave and predictable scheduling)
  - Chinese Progressive Association (shadowed an attorney working on "wage theft" cases concerning Chinese workers in the city)
Hotel and Restaurant Employees Union and Earth Justice and the Service Employees International Union (at San Francisco airport)

Case Study Writing

Two CoB faculty members have written award-winning sustainability cases after working collaboratively with industry leaders to understand the strategic initiatives in the area of environmental sustainability. These three case studies are widely used for teaching purposes in business courses around the world, including in the College of Business’ undergraduate and graduate business courses.

- Protecting Our Oceans: Sustainability at Holland America Lines, 3rd place in the 2013 OIKOS Case Study Competition. (Murray Silverman). The OIKOS Sustainability Case Competition is an annual international event. The panel of 15 referees that review (double-blind, peer review) the cases is a Who’s Who of distinguished faculty in the area of business sustainability.

- The Benziger Family Winery case placed 4th in the OIKOS 2003 Case Study Competition and has been published in the 1st and 2nd editions of Environmental Management: Readings and Cases by Michael Russo, University of Oregon, and in Strategic Management: Concepts and Cases by Thompson & Strickland, McGraw-Hill/Irwin, 14th edition. (Murray Silverman)

- Kimpton Hotels: Balancing Strategy and Environmental Sustainability is one of the most utilized cases on the web-site caseplace.org, which features cases related to the social, ethical and environmental issues facing businesses. The case has been published in Case Studies in Sustainability Management and Strategy, edited by Jost Hamschmidt, Business and Society by Anne Lawrence and James Weber (11th and 12th editions), and Strategic Management: Concepts and Cases by Thompson, Strickland and Gamble, 15th edition. (Murray Silverman and Tom Thomas)

Summary

The College of Business at San Francisco State University has continuously engaged with business and the community to provide meaningful dialogues to our faculty, students, and other stakeholders. Our faculty seek opportunities for direct interaction with leaders in our society to understand and help solve social and environmental challenges in support of Principle 5.
Principle 6

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

CoB Advisory Board

The purpose of the CoB Advisory Board is to enable effective partnership between the business community and the College in order to ensure that:

1. Our curriculum and programming reflects the current and future needs of the business community so that our graduates become significant contributors;
2. Our students are exposed in meaningful ways to businesses during their course of study in the appropriate balance of theory and practice;
3. The CoB provides appropriate mentoring, internship opportunities and job placement opportunities for students;
4. Our faculty remain current in their fields and have opportunities to contribute to the body of knowledge in these fields through meaningful research projects;
5. The CoB contributes to the competitiveness, growth and overall success of the business community; and
6. The CoB develops funding sources to enable investment for expansion.

The CoB Advisory Board is comprised of individuals with significant experience and expertise in a diverse set of business and professional disciplines representative of the San Francisco Bay Area, with a focus on the global nature of the Bay Area’s business environment. The Advisory Board meets formally two to three times per year. In the interim, members work with the CoB, individually or in groups, based on their skills and interests, to achieve best practices goals.

Center for Ethical and Sustainable Business

The College of Business was created as a regional Center for Ethical and Sustainable Business (CESB) in 2012 to leverage the growing momentum among businesses to implement socially and environmentally responsible business practices. Our tagline, Where Responsibility Meets Opportunity, reflects our mission to promote positive social and environmental change by leveraging the dynamic energy of private enterprise towards adding student interaction with real world challenges.

CESB serves as an innovative hub for social and environmental teaching, debate, outreach to the Bay Area business community and research. CESB:

- Builds long-term partnerships with local organizations to support managerial and executive-level training and development.
• Identifies and communicates best practices, supporting the development of industry-specific sustainability strategies and programs.
• Integrates undergraduate and graduate student academic experience through hands-on engagement, internships and career opportunities with Bay Area businesses and other organizations.
• Conducts and seeks publishing support for applied research using regional business data gathered through focus groups, interviews and surveys.

**Business Ethics Week (annual)**

*Business Ethics Week* started in November 2006. Over the years, more than 5,000 business students have heard from more than 150 business and industry experts on topics related to business ethics, corporate social responsibility, social entrepreneurship, and environmental sustainability. Over 50 percent of faculty have integrated ethics-related modules or speakers into their classes during that week. The weeklong activities have expanded each year, with the 12th year anniversary occurring in November 2017. The annual program has been institutionalized through the creation of a College of Business committee, with faculty and lecturer representatives from each department sourcing business and organizational speakers and events.

Business Ethics Week events have included:

- **Bean-to-Bar Sustainability** - Greg D'Alesandre & Cynthia Jonasson, Dandelion Chocolate
- **Kale Yay! Food Ethics & Sustainability** - Tim Shaw, SF State Vista Room Chef
- **Ethics of an Open Information Platform** - Samantha Lien, Communications Manager & Jacob Rogers, Legal Counsel, Wikimedia Foundation
- **Student Ethics Debate: Social Media Ethics** - Economics Students Association (Jordan Pauley and Alexander Nguyen) and Black Business Students Association at SFSU (Rajada Ealey and Bresheena Baseel)
- **Emerging Global Economies** - Elizabeth Chasia, MCE Social Capital, supported by student groups WiB, POW and FAME.
- **Young Professionals in Corporate Compliance & Risk** - Westley Wong, Esq., Arvita Tripati, Vineti, and Jacqueline Bornino, Deloitte
- **Solar Electric Vehicle Team @ SF State!** - Joseph Contreras, student, SEVT
- **Film: Smartest Guys in the Room & Q&A with Dr. Kleinrichert**
- **Labor Voices** - Kohl Gill, Founder, supported by student groups WiB and Net Impact.
- **Sustainability & Tech** - George Denise (SF State alum), Director of Sustainability and Jonathan Leder, Oracle
- **Everyday Ethics in Business** - Ellen Martin, Closed Loop Partners; Carolyn Kenady, Former HR Executive, Yelp and Cisco Systems; & Kelley Hinds, Assoc. Director of Sustainability & Compliance, Roche, supported by student group WiB.
- **Violations in Foreign Corrupt Practices Act** - Deep Sengupta, Principal, Fedex Trade & Customs Advisory Services
- **Can Cities Ethically Yet Successfully Partner With Private Interests?** - Jose Cisneros, San Francisco City Treasurer, In Conversation With Tina Caratan, CPA, Accounting Lecturer
- Environmental Sustainability And Employee Engagement At Genentech - Katie Excoffier, Environmental Sustainability Manager, Genentech
- In Defense Of Ethics: Customer Acquisition Cost And Lifetime Value For Start-Up Entrepreneurs - Paul Mackinaw, Founder and Principal of LeanCog
- Social Entrepreneurship -Unplugged, Bruce Paton, Ph.D. And Geoff Desa, Ph.D.
- Ethics In Banking, A Community Bank Perspective - Ed Obuchowski, Chief Executive Officer And Director, Bank Of San Francisco; Lisa Lau, Chief Financial Officer, Bank Of San Francisco; Saleem Buqileh, Senior Residential Lender, Bank Of San Francisco
- Ethics Case Study Student Debate On Animal Cloning: The Case Of The Cloned Cats, Moderator: Economics Professor Philip King, Judges: Aaron Anderson, Ph.D., Annie Longsworth + Three student teams
- Helping You Navigate Moral And Ethical Standards In Business - Christian Jurinka, Chief Engagement Officer And Co-Founder, Attack! Marketing; Michelle Mulkey, Senior VP, Fleishman Hillard; Neil Chaudhari, CEO And Director Of Strategy, Propane Studio; Mike Zlatoper, Managing Director, Mekanism
- Thinking Outside The Plastic Bubble: Entrepreneurship At An Eco-Startup - Paul Tasner, Co-Founder & CEO of Pulpworks
- Ethical Relationships: It’s Not All About You - Liz Walker, President, Reliable Property Management
- Being Well And Doing Good - Vince Siciliano, President & CEO, New Resource Bank
- Changing The Face Of Energy For A More Secure And Sustainable Future - Matt Ross, Chief Marketing Officer, Bloom Energy
- Social Entrepreneurship—Unplugged (Theme: Building Communities For Innovation - Peter Gardner, Sean Bolton, Russell Allan E.
- Making Food Supply Chains Efficient, Responsive And Sustainable - Riccardo Accorsi, Ph.D., "Energy Balance In Sustainable Food Supply Chain Processes" and Renzo Akkerman, Ph.D., "Modeling Water Reuse In The Food Industry—Opportunities And Challenges"
- "Who Cares?" Film Screening: A Film For Those Who Believe That Anyone Can Change The World. Film Screening Followed By Skype Q&A - Director Mara Mourão.
- Ethics Student/Faculty Debate – “Experimenting on Monkeys” - Faculty vs. Students
- Ethical Marketing Of Investment Products: An Oxymoron? - Panelists: Shaba Rashid, VP of Investments, Wells Fargo; Advisors; Kirk Dizon, Co-Founder & Partner, Sentinel Dome Partners; Jullia Quazi, Dir. & Co-Head, BMO U.S. Healthcare Investment Team
- How To Deal With Ethics In An Internationally Known Organization - Tama Bistrian, Controller, Monterey Bay Aquarium
- "Money For Nothing–Inside The Federal Reserve" Film Screening - Followed By Skype Q&A With Director Jim Bruce.

**Aspen Institute Business & Society Symposium**

Beginning Fall 2013 through present, the College of Business has committed to and participated in the annual convening of the Aspen Institute’s biannual meetings (each Fall and summer) with a representative group (Dean Oubre, Associate Deans Kathleen O’Donnell and PhD, Yim-Yu
Wong, and faculty representative Denise Kleinrichert, PhD). The purpose is to engage dialogue and debate between academics and the business community on graduate and undergraduate education through storytelling, case studies and teaching/curriculum development in Fall and Summer convenings. Aspen Institute’s mission is: **Aligning Business with the Long-term Health of Society**: Established in 1998 and building on over 60 years of Aspen Institute programming, the Aspen Institute Business & Society Program (BSP) helps established and emerging business leaders put values at the heart of practice. Through dialogue, research, and outreach, Aspen BSP creates opportunities for executives and educators to explore new routes to business sustainability and values-based leadership (Aspen Institute 2015).

[www.AspenBSP.org](http://www.AspenBSP.org)

**Summary**

The College of Business at San Francisco State University is committed to facilitate, support dialogue, and engage debate among our faculty and students with business, government, consumers, media, civil society organizations and other interested groups and stakeholders to effect understanding and challenge critical issues related to global social responsibility and sustainability in support of Principle 6.