Principles for Responsible Management Education (PRME)

Sharing Information on Progress Report
July 2010
RENEWAL OF OUR COMMITMENT TO PRME

Villanova is the oldest and largest Catholic university in Pennsylvania, and was founded in 1842 by the Order of Saint Augustine. Saint Augustine was a prolific philosopher and writer who was deeply connected to the modern concept of CSR. He is credited with establishing the societal concept of “servant leadership” during the 4th century CE—a markedly fresh approach to commerce within the context of the autocratic rule of abbots practiced at that time. It is this kind of bold commitment to social responsibility and contributions to the greater good—in keeping with the original vision of Saint Augustine—that guides business education at Villanova to this day.

It is from this unique perspective that VSB prepares its students to responsibly manage the social and environmental issues inherent in mainstream business. Through a combination of faculty research, innovative curricula, student business societies, and service learning opportunities, VSB seeks to make business education a transformative experience for its students—one that prepares them to think differently for the rest of their lives.

MAJOR ACHIEVEMENTS – CENTERS OF EXCELLENCE (2009-2010)

Center for Global Leadership

The Center for Global Leadership drives VSB’s involvement in the global community. The center is dedicated to promoting cross-cultural awareness, ethical international business relationships, and responsible global leadership. These ideals are firmly rooted in the university’s Augustinian tradition, which focuses on the moral and ethical development of our students and faculty and our contributions to thriving global communities.

The center’s goals include advancing VSB’s international strategy; driving global business research and curricular initiatives across VSB and Villanova University; providing support for a range of programs that advance the center’s mission; and publishing research findings to benefit the broader business community.

Nearly half of VSB students participate in foreign study abroad and internship programs. VSB now offers the broadest array of summer study abroad programs in its history. In 2010, 118 undergraduate students participated in VSB summer programs in London, Rome, Madrid, and Shanghai. At the graduate level, 39 students studied in China, Brazil, Milan, and Poland.

The center is also moving ahead with several exciting initiatives, including the proposed Global Leadership Fellows Program, new study abroad programs in emerging markets, greater integration of global themes for our undergraduate, graduate, and executive programs, and research projects on off-shoring, global talent management, and global corporate social responsibility.

Center for Marketing and Public Policy Research

VSB’s Center for Marketing and Public Policy Research (CMPPR) supports scholarship on marketing and public policy issues, examining the impact of
regulation on the business community, consumers, and society. Its mission is to produce research that influences sound policy at the local, state, and national levels. The center’s research partners include the US Partnership for Education for Sustainable Development and the Aspen Institute. The center also partners with the National Italian American Foundation and the American Chamber of Commerce in Italy.

Center faculty members examine issues across a wide range of industries. They conduct research that requires a broad representation of interest from multiple areas. Faculty members are supported by the center’s diverse advisory board, which is comprised of leaders from business, government, and academia. Active on the front lines of the national dialogue surrounding marketing and public policy, the center supports two sources of thought leadership in the field—serving as home to the Journal of Public Policy & Marketing and host of the 2008 American Marketing Association (AMA) Marketing and Public Policy Conference.

The center is committed to educating the next generation of leaders in business, government, and academia. It supports events, student-faculty research collaborations, the Field Experience Program in Marketing and Public Policy, a Distinguished Speaker Series, and the Marketing Professionals Showcase. These opportunities enable students to interact with leaders and to gain hands-on experience in the marketing and public policy area.

**Center for the Study of Church Management**

The Center for the Study of Church Management was created in 2004 to serve the Catholic Church in the United States through education and research. It offers educational programs and conducts research in all areas of church management, including administration, professional and financial management, and human resource management as they apply to the Catholic Church and its institutions. Its constituents include individuals in church leadership and administrative roles who are seeking to become better stewards of church resources by improving their business and management skills.

Professor Charles Zech and his co-authors have released four books based on center research projects: *Best Practices in Parish Stewardship; Closing, Rebuilding, and Revitalizing Parishes; Best Practices of Catholic Pastoral and Finance Councils;* and *Best Practices in Catholic Church Ministry Performance Management*. They have also published the ground-breaking article, “Internal Financial Controls in the U.S. Catholic Church.”

The center also manages the Master of Science in Church Management program, which is an innovative, online two-year graduate business program that provides students with a high level skill set in church management.

**Corporate Social Responsibility (CSR) Faculty Strategic Initiative Group**

In addition to its academic areas—which function as traditional faculty departments, VSB formed Strategic Initiative Groups (SIGs) to enable diverse, multidisciplinary groups of faculty to collaborate around shared research and pedagogical interests. One such VSB group is the Corporate Social Responsibility (CSR) SIG, which serves as
a hub of ethics-related scholarship and teaching at the school. Recent research and classroom topics addressed by faculty members affiliated with the CSR SIG include financial education and investor disclosure; advertising, marketing and privacy concerns; ethical leadership; corporate governance; consumer products labeling; and socially-responsible investing from a global perspective.
CURRICULUM CHANGES

Undergraduate Programs

VSB 1001 & 1002 Business Dynamics I & II The Business Dynamics course sequence is intended to ground students in the context of business: what are the objectives of business, what does a business need to be able to do to accomplish its mission, and what skill sets does a twenty-first century effective business person need to have. BD I & II provides students with a clear understanding of what it takes to be a successful business and business person, provide fundamental business skills, understand why they are taking the subsequent courses they take, and motivate and excite them about the rest of the undergraduate curriculum. BD I & II serve as the first step in preparing students to become creative and innovative problem solvers, who can ethically adapt to changing business conditions in a global economy.

In general, in the course sequence, BD I covers the “big picture” of business, that is, what are the objectives of business and what does a business need to be able to do to accomplish its mission. BD I introduces the concept of the value chain and looks at the functional areas that comprise the primary value chain. BD II continues discussion of the value chain, with focus on the functional areas that make up the secondary value chain and concludes with an integrative business simulation. Both courses in the sequence seek to develop business and professional skills.

VSB 2020 Competitive Effectiveness This course explores value creation for stakeholders and establishing competitive advantage, and how goods/services are developed to meet customer/consumer needs and are distributed for consumption. Innovating, problem-solving, leading, and controlling through effective use of human capital are also explored.

VSB 2007 Corporate Social Responsibility A required course which examines law, ethics, corporate responsibility, and business regulation. Students study the sources, substantive principals, and the evolving nature of law, and its role in ethical business decision making.

VSB 4002 Strategic Thinking & Implementation This course emphasizes strategy concepts to achieve integrative, cross-functional solutions for a competitive advantage. Applications of strategy tools and concepts from prior course work are utilized. Knowledge of global and ethical challenges is emphasized.

ACC 2340 Auditing Auditing standards employed in the verification of and reporting on financial statements, evaluation of controls, statistical sampling, substantive testing, legal liability and professional responsibilities, and professional standards of ethics are the core themes presented in this course.

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.
ECO 3108 Global Political Economy
Socio-economic conditions, political history, and government policy and their global impact on international trade and monetary relations are uncovered in this course. Regional integration, stability of international economic systems, economic development and transition strategies, and the role of multinational corporations in the global world are emphasized.

ECO 3127 Economic Underdeveloped Areas
This course examines structural change in the process of development, growth patterns and income distribution, determinants, and the role of saving, investment, and technological change. Strategy and methods of development planning, the role of government, and social institutions are also revealed.

MGT CHE 2990
This is an innovative course focusing on the global pharmaceutical industry. Professors Jonathan Doh (Management Department) and Bill Kelly (Chemical Engineering Department) integrated perspectives from engineering and business to expose students to the full extent of economic, scientific, technological, ethical, and strategic issues facing the global pharmaceutical industry.

MGT 2122 Leadership
This course focuses on the behavioral dimension of managerial action and decision-making with emphasis on the underlying theory and ethical components of effective leadership. Individual self awareness of motivating values and effective participation on team projects are also emphasized.

MGT 2250 Global Corporate Responsibility
An innovative course which explores globalization and its implications for corporate social responsibility. Drawing from multiple disciplines and perspectives, students examine stakeholder claims and issues related to the environment, labor, and human rights, and analyze corporations’ response to these pressures using specific cases and examples.

MGT 2350 International Comparative Management
An elective topic dealing with the cross-cultural aspects of management. Student cases address how politics, religion, social customs, and history shape and influence management practices.

MGT 2352 Business in Emerging Markets
This course focuses on management and strategy in "big emerging markets," like Argentina, Brazil, China, India, Malaysia, Mexico, Poland, South Africa, Taiwan, and Turkey. It examines social, political, economic, cultural, and financial conditions challenging businesses exporting to or investing in these countries.

Graduate Programs

MBA 8100 & 8200 Leadership Challenge I & II
The Leadership Challenge course sequence takes place over two intensive weekends. The course focuses on the behavioral dimension of decision making, with an emphasis on the dynamics and challenges of providing responsible leadership and developing high performance teams. These concepts are then applied to and examined from a global perspective.

MBA 8720 Ethical Business Practices
This course discusses ethical responsibilities of managers and
corporations by detailing plausible frameworks for dealing with ethical dilemmas. Common patterns of success and failure in managing ethical conflicts are explored, and students critically evaluate managerial and corporate ethics.

**MBA 8730 Management for Innovation & Creativity** Students study innovation processes at the organizational system level with the purpose of developing students’ awareness and confidence to innovate. Through this course, students learn the value of creativity tools and techniques for individual and group innovation. Students also develop their own preferred creativity process and apply these to individual and group challenges.

**MBA 8740 Global Political Economy** An introduction to international trade and production, global division of labor, environmental change, political economy governance, exchange rate implications, and consequences of globalization and production. This course also explores international relations and organizations governing countries’ trade relations.

**MBA 8910 Non-Profit Consulting Practicum** This practicum consists of a live consulting experience with a non-profit institution and allows students to apply their functional core acquired skills to a real-world, philanthropic scenario.

**MBA 8920 Global Consulting Practicum** The global consulting project requires students to incorporate all knowledge gained in the MBA program to address a current global issue. Students can choose to participate in a global immersion or complete this course domestically.

**MBA 8930 Global Strategic Management** One of the final required courses in the MBA curriculum, this course covers critical and timely global strategic topics, including agency theory, models of competitive advantage, and competitive dynamics.

**MBA 8822 Sustainable Real Estate Development** This course focuses on the real estate development process in the current business environment. Issues such as sustainable development and the changing landscape of the 21st century office will be the focus of this course.

**MBA 8529 Global Social Entrepreneurship** This course will examine the intractable problems of poverty and sickness among those at the bottom of the economic pyramid from the perspective of billionaires pledging their wealth to spur innovation toward a solution. Much has been written in the past 10 years on this topic, and this course will endeavor to understand its history, what it has become, what it is not, how we can each connect to it, and whether/how it will shape the global economy of the future.

**MBA 8536 Challenges of Leadership in Global Organizations** Successful global organizations require leaders to be collaborative and empowering, and to transform organizations into adaptive and inclusive environments. This course covers specific challenges of leading multicultural organizations to prepare future leaders to understand and negotiate the complexities of such environments.

**MBA 8529 Global Crisis Management** This course examines the field of global crisis management, business continuity, and enterprise-wide crisis planning, and the strategic role that global crisis management plays in organizational
sustainability. Procedures for responding to and restoring a global business from an unexpected business interruption or crisis will be supported with the use of case studies.

**EMBA Systems Project** As part of the Executive MBA curriculum, students complete Systems Thinking cumulative projects. Students are asked to choose a major societal or business system, identify flaws and problems with this system, and provide developed solutions. Projects include assessment of students and teachers in the public elementary education system; the Waslala, Nicaragua Project; and medicinal and vaccination distribution in emerging/developing world markets.

**READ TO LEAD PROGRAM**

Starbucks CEO and Chairman Howard Schultz’s book, *Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time*, was chosen in 2008 and 2009 for VSB’s Read to Lead Program. VSB faculty introduced the Read to Lead program, which aims to provide students with a real-world context for learning, as part of the undergraduate curricular redesign. Through the shared experience of reading the same book, VSB freshmen connect with one another and find a common inspiration. *Pour Your Heart Into It* captures the four pillars of the undergraduate curriculum—innovation, ethics, analytics, and a global mindset.
SPEAKERS AND SEMINARS

May 2008: Life, Liberty and the Pursuit of Sound Policy: Research at the Birthplace of our Democracy

The VSB Center for Marketing and Public Policy Research hosted this American Marketing Association Conference in Philadelphia. Research presented during the conference addresses a variety of pressing social issues including subprime mortgage lending, environmental sustainability, childhood obesity, financial literacy and deceptive weight loss advertising. Scholars and experts from the nation’s most recognized business institutions took part in the discussions, along with members of federal agencies central to the debates including the Federal Reserve, Federal Trade Commission and the Food and Drug Administration. The Center also hosted a three-day pre-conference workshop for young scholars and doctoral students.

September 2008: Villanovans in Rwanda: Stories of Hope and Peace

Sponsored in part by the VSB Center for Global Leadership, Debra Arvanites, VSB associate dean and professor, traveled to Rwanda with five other Villanova faculty and administrators in conjunction with Catholic Relief Services (CRS). The delegation spent nine days in Rwanda, visiting programs carried out by CRS and meeting with government officials, church leaders, and Rwandans struggling to come to terms with their country’s troubled past. During the campus presentation, Arvanites and her fellow travelers discussed their journey, and the implications of what they learned from their work as teachers and mentors in the Villanova community.

October 2008: Frameworks for Ethical Leadership

Sponsored by the VSB Corporate Social Responsibility (CSR) faculty group, Dartmouth professor Rick Shreve visited campus to present “Frameworks for Ethical Leadership: A Perspectives from the Tuck School of Business” to Villanova students. Shreve, who has both a divinity degree and a background in investment banking, provided his unique insights about socially-responsible leadership and the role of ethics in business education.

November 2008: Reflections on Leadership in the Non-Profit Sector

Panel discussion co-sponsored by the VSB Innovation, Creativity, and Entrepreneurship (ICE) Center. This panel event features three non-profit experts; Sarah Stevenson, assistant policy director at the Committee of Seventy, a government watchdog; Gina Koo with the Nonprofit Finance Fund, which lends exclusively to non-profit organizations, and Johanna Rosen, a co-director of Mill Creek Farm in West Philadelphia, a collective-run urban education farm that improves local access to nutritious foods. The panelists spoke to students and other community members about non-profit leadership and its related challenges. Mission, funding challenges, and staff education within nonprofits were among
the range of topics discussed.

December 2008: Joseph F. Azrack Endowed Distinguished Speaker Series at VSB

The presentation, “Living into Leadership: A Journey in Ethics” was part of the Joseph F. Azrack Endowed Distinguished Speaker Series at VSB. The series promotes discussion centered on leadership, entrepreneurship, and social responsibility. Author Bowen H. “Buzz” McCoy led an interactive seminar in leadership and ethics, discussing ways in which spiritual literature can be a means of developing value-based leadership. McCoy discussed his career as a successful investment banker, and his belief that business leaders can flourish in a corporate environment without sacrificing values or integrity.

April 2009: International Sustainability Conference

Reflecting its deep commitment to environmental sustainability, Villanova has received five Green Campus recognition Awards for the National Wildlife Federation for its environmental initiatives, and hosted the International Sustainability Conference in April 2009. VSB Economics professor Kishor Thanawala serves on the Villanova Commitment to Sustainability Campus Committee. The Conference included panels, poster session workshops, and roundtables that addressed the scientific, humanistic, political, economic and ecological challenges and opportunities of true sustainability. Robert F Kennedy, Jr. was the keynote speaker and participants viewed Kaiulani Lee’s dramatic play about Rachel Carson, “A Sense of Wonder”

• The New “Green” Revolution: Business Strategy & Sustainability – A Roundtable Discussion
• Integrating Sustainability into the Business Curriculum

June 2009: The World We All Want

The Second Transformative Consumer Research Conference, “The World We All Want” was sponsored by Halloran Philanthropies, hosted by VSB, and directed by Senior Associate Dean Dr. Ronald Hill. The purpose was to bring together consumer researchers to discuss how scholarship and actions can help alleviate the world’s most pressing social and economic problems. This conference offered a unique experience in fostering disciplinary networks and exploring diverse visions for the future. The conference revolved around eight tracks: Poverty; Materialism; Developing Markets; Sustainable Consumption; Empowering Consumers to Lead Healthier Lives; At Risk Groups; Social Justice; and Immigration, Culture, and Ethnicity.

February 2010: Blake Mycoskie, TOMS Shoes

TOMS shoes founder, Blake Mycoskie, visited Villanova to discuss how he turned an idea into a company that makes a difference while making profit. After trip to Argentina where he witnessed a “shoe drop”, providing kids in local villages with shoes, Blake had an innovative idea: “One for One.” This business model promises that for every pair of shoes purchased, TOMS shoes gives away a pair to a child in need. TOMS Shoes’ unique for-profit business allows its giving to be sustainable rather than dependent on fundraising.
April 2010: The Economic Crisis and the Common Good: Local & Global Dimensions

Prominent political journalist and author, William Greider, gave the keynote address for “Economic Crisis and the Common Good: Local and Global Dimensions,” a symposium sponsored by the Villanova University Partnership with Catholic Relief Services. The keynote address and the symposium that followed were free and open to the public. The event was designed to look at the economic crisis within the wider context of the common good and Catholic social tradition. Villanova wanted to encourage a broader and deeper discussion that contributes to a more informed and actively engaged society.

April 2010: Earth Day Symposium

Villanova University hosted an Earth Day Academic Symposium, “Beyond Fair Trade: Global Poverty Reduction, Sustainability, Agro-enterprise, and Corporate Social Responsibility.” The various topics included: “Feeding 9 Billion: Fair Trade, New Business Models, Corporate Social Responsibility & Sustainability;” “Feeding 9 Billion in a Climate-challenged Environment;” and “Water, Conflict & Cooperation: Practical Concerns in Water Development Projects.” The keynote speaker was Peggy Shepard, Executive Director and Co-founder of West Harlem Environmental Action (WE ACT), one of the nation’s most prominent justice organizations. Other events included a community forum on campus sustainability, a farmer’s market, and a student forum on climate change.

MBA Seminar: “Global Management Challenges”

As part of the MBA curriculum, students attend four seminars on current topics facing today’s businesses. In this current topics seminar, VSB Professor Jonathan Doh and Merck International Marketing Manager (and VSB adjunct) Manny Nunez discuss how institutional and cultural differences pose challenges for doing business around the world. Drawing from recent academic research and practical experience, Doh and Nunez engage the participants in a stimulating dialogue around facing, and managing, these differences so as to increase performance of international ventures.
Approximately 75% of Villanova students participate in service experiences throughout their undergraduate and graduate studies.

As part of the annual St. Thomas of Villanova Celebration, more than 2,000 Villanovans—along with their families and friends—come together to volunteer at local service sites for the annual Day of Service. Service and mission trips enable students to choose projects of special personal significance.

**Habitat for Humanity/Mission Trips**

Each academic year, students have the opportunity to apply for service and mission trips through Villanova’s Center for Campus Ministry, which is responsible for promoting the Augustinian ideal of an intellectual community seeking both wisdom and a fuller spiritual life. These week-long trips take place during fall, winter, and spring breaks. In the 2009-10 academic year, 92 students (19% of all business majors) from the Villanova School of Business participated in 28 different mission and service trips to varying areas including: West Virginia, New Mexico, Guatemala, Belize, El Salvador, Peru, Ecuador, and India, among others.

**January 2009: “One Book Villanova” Author Visit to Campus**

Each year, the entire Villanova community shares a reading experience related to a social issue at the heart of our shared humanity. The “One Book Villanova” program incorporates blogs, discussion groups, and events across campus, culminating in a visit to Villanova by the book’s author. Previous “One Book” visitors include Immaculee Ilibagiza, author of *Left to Tell*; *Discovering God Amidst the Rwandan Holocaust*, Khaled Hosseini, author of *The Kite Runner*, and Jeannette Walls author of *The Glass Castle*, which focuses on children living in poverty. This year’s selection was *Rooftops of Tehran* a novel set in the 1970s of a nation on the verge of a revolution. The author, Mahbod Seraji, visited campus on January 26, 2010.

**September 2008 and September 2009: The St. Thomas of Villanova Day of Service**

Villanovans are active throughout the year serving others in need. And on one special day every September—St. Thomas of Villanova Day—the entire Villanova University community of students, faculty, and staff comes together to celebrate our Augustinian ideals and to shine a light on the quiet efforts that take place all year long. On the St. Thomas of Villanova Day of Service, more than 1,000 volunteers join together to complete hands-on projects that make a difference throughout the neighborhoods in the Philadelphia area. The day is a unique celebration of Villanova’s Augustinian mission and dedication to servant leadership.

**The Special Olympics Fall Festival**

The Special Olympics Fall Festival at Villanova University is the largest annual
student-run Special Olympics event in the world. Special Olympics—Pennsylvania provides sports training and competition for more than 18,000 children and adults with intellectual disabilities, offering over 300 local events and three statewide events in 23 sports—with the opportunity for athletes to advance to regional and international competition. Over 2,500 volunteers from the Villanova student body and the surrounding community serve as officials, athlete escorts, and award presenters, and provide administrative support services.

**December 2008 & 2009: Graduate Business Student Roundtable (GBSR) Annual Holiday Fundraising Event**

This annual reception was sponsored by the VSB GBSR student association, which emphasizes philanthropy as a way to bring classmates together. Through the event, GBSR raised funds for the Greater Philadelphia Cares Adopt-a-Family program for the holiday season.

**May 2009: GBSR's Annual Spring Cocktail Party**

Held in Center City Philadelphia, GBSR’s Philanthropic Club hosted a cocktail reception for current students and guests to raise awareness and money for local philanthropies. In 2009, all proceeds went to Special Olympics of Pennsylvania.

In 2009, Villanova sponsored the fall games for the 21st consecutive year.

**December 2008: Graduate Student Holiday Fundraising Event**

This annual dinner event was sponsored by the Villanova School of Business (VSB) Graduate Business Student Roundtable, which emphasizes philanthropy as a way to bring classmates together. Through the event, the Roundtable raised funds for the Greater Philadelphia Cares Adopt-a-Family program for the 2009-10 holiday season.
PUBLISHED FACULTY RESEARCH


Wilson, R. Mark, Jeannie Gaines, and Ronald P. Hill. “Neuromarketing and the consumer free


Bowles, Kathryn H., Sarah J Ratcliffe, John H. Holmes, and Matthew Liberatore. “Post-acute referral decisions made by multidisciplinary experts compared to hospital clinicians and the patients’ 12-week outcomes.” *Medical Care.* 46.2 (2008): 158-166


**PUBLISHED FACULTY-AUTHORED BOOKS**


**FACULTY PRESENTATIONS**


Hill, Ronald P. “Challenging our view of consumption: Do we all live in a material world?” Pollay Prize Lecture, University of British Columbia, April 2010 in Vancouver, BC.


Newbert, Scott L. and Ronald P. Hill. “Whose change are we talking about? When multiple parties and multiple agendas collide.” Scaling Social Impact Conference. November 2009, Durham, NC.
Villanova Equity Society (VES)

VES is a student club that provides students with hands-on opportunities to actively manage portfolios of equity securities. VES currently controls two distinct student managed funds, the Whipkey Large-Cap Fund and the Haley Group Mid-Cap Fund. Both funds are domestic, long-only equity funds and both invest only in socially responsible investments. VES has a website, which can be found at: http://students.villanova.edu/smf/EquitySociety/index.html.

Business Without Borders & Net Impact Undergraduate Chapter

Business Without Borders (BWB) was born late in the fall semester of 2008 when a group of VSB students came together to address the noticeable dichotomy between social justice values upon which Villanova prides itself and the “money-driven” stigma surrounding the current economic environment. As a result, BWB looked to change that stigma and prove that business can benefit society in many ways. BWB is affiliated with Net Impact Undergrad, a higher-education program that seeks to encourage undergraduates around themes of corporate social responsibility, social entrepreneurship, green business, and other topics related to the ways in which business can be used to make a positive impact on the world. The mission of the Villanova group is to equip, educate, and inspire Villanova School of Business students to use their business skills for lasting social and environmental benefits. To fulfill this mission, the Business without Borders/Net Impact Undergrad Chapter will

1) Empower undergraduate students to use their skills to positively impact their surroundings,
2) Help them put their beliefs into action through sustainability efforts, and
3) Enlarge their network with other like-minded individuals who have demonstrated their commitment to social corporate responsibility. The group will bring professionals to campus to inform VSB students of many potential socially responsible career paths in business both domestically and internationally.

Since their inception, BWB has assisted in the implementation of three international projects to Kenya, Nicaragua, and the Philippines. In each of these projects, student members investigate ways in which business can improve the lives of people who have very limited access to capital and other resources.

Kenya
In August 2009, three seniors traveled to Meshanani, Kenya with Dr. Debra
Arvanites, PhD, Assistant Professor in Management. The purpose of the trip was to explore opportunities to work with the local Meshanani community on a number of business opportunities, including marketing, operations, and distribution of jewelry and savings and loan programs.

Nicaragua
A group of three VSB students traveled with Professor Arvanites to Nicaragua during fall break 2009 to explore potential partnerships between the community and BWB. The students are in the process of exploring collaborations with the NGO Water for Waslala and a women’s eco-friendly and sustainable restaurant. Two additional projects – one related to micro-hydro electrification provision and another focused on maternal health care – are under development among VSB, engineering and nursing students.

Philippines
During the 2010 winter break, VSB students teamed up with students from the College of Engineering to bring technical and business assistance to entrepreneurs in the Ifugao province of the Philippines. Representing VSB, four seniors participated in this service trip working to evaluate projects for VSB students to pursue on future trips to the region, including small enterprise development and program assistance to local NGOs. These projects will provide hands-on consulting work for students and will make a meaningful and sustainable impact on the local community. A return trip will take place in August 2010.

Closer to home, BWB initiated VITA (Volunteer Income Tax Assistance) through which students offer free tax assistance to low-to-moderate-income people who cannot prepare their own tax returns. BWB looks forward to establishing a partnership with ACCION USA to assist loan applicants with their small business plans.
A MESSAGE FROM THE PRESIDENT

Villanova University is a learning community unlike any other. Our mission as a Catholic Augustinian institution is rooted in the ideals of Veritas, Unius, and Caritas (truth, unity, and love). These ideals are inextricably linked to the environment for two important reasons.

First, the earth and all its life forms inherently deserve our respect and our stewardship. As an academic community, we recognize the danger of ignoring the plight of our planet. We are committed to intellectual endeavors, actions, and policies that support our environment now and for generations to come.

Second, climate change is an issue of peace and justice. As we seek to serve others—and to show compassion for the poor and vulnerable—we recognize that the quality of life of every person worldwide is dependent upon the stability of our environment. As a university, we embrace the goals of clean water and air, the availability of nutritious foods, and the successful management of pollutants for the health of all people.

The Villanova Climate Action Plan outlines Villanova’s role as a signatory of the American College & University Presidents’ Climate Commitment. It highlights our approach to offsetting carbon emissions, becoming a climate-neutral campus, and accelerating research and education to help society re-stabilize the earth’s climate. Should you wish to view the complete report, please see http://acupcc.aashe.org.

As you read this executive summary in light of Villanova’s core Augustinian mission, I encourage you to consider the fundamental questions of our actions.

If not Villanova community members, who?
If not now, when?

Our work on behalf of the earth today is our shared practical and moral imperative.

Rev. Peter M. Donohue, O.S.A.
President
INTRODUCTION

In keeping with its Augustinian tradition—which emphasizes service to, and care for, one’s community—Villanova University integrates sustainability and respect for the earth into its curricula, research, and institutional policy and practice. Faculty, staff, and students across the Villanova campus and around the world recognize Villanova’s role in addressing sustainability and the global climate crisis.

Villanova has a rich history in the natural sciences and in promoting environmental awareness. Gregor Johann Mendel, the father of modern genetics, was an Augustinian abbot and botanist. The Villanova community embraced the inaugural Earth Day in 1970, and has since used this opportunity to host dynamic speakers and special events. In the early 1990s, the Villanova campus became a designated arboretum, which is in itself a mitigation strategy.

Educators and researchers across all five colleges—the College of Liberal Arts & Sciences, the Villanova School of Business, the College of Engineering, the College of Nursing, and the School of Law—offer courses and conduct research relevant to environmental sustainability and climate change. To broaden dialog beyond the walls of the campus, Villanova has recently hosted two environmental conferences in recent years, Catholic Social Teaching and Ecology and the International Sustainability Conference.

In 2007, Father Peter M. Donohue, Villanova’s 32nd president, signed the American College & University Presidents’ Climate Commitment (ACUPCC)—publicly establishing a commitment to sustainability that had been gaining momentum on the Villanova campus.

The ACUPCC holds Villanova accountable for the following:
- submitting information on the institutional structure for developing a Climate Action Plan (CAP);
- reporting the results of the university’s initial greenhouse gas (GHG) emissions inventory;
- submitting a formal CAP;
- updating GHG emissions inventories within 3 years and at least every other year thereafter; and
- submitting narrative reports describing progress in implementing the Villanova CAP within 4 years and at least every other year thereafter.

To ensure that Villanova fulfills this commitment and its associated goals, Father Donohue established the President’s Environmental Sustainability Committee (PESC). This committee represents a subset of environmentally-minded faculty, staff, and students. The charge of this committee includes the development of the CAP.

The publication of the Villanova CAP represents the university’s strong commitment to environmental stewardship. To that end, Villanova has set interim milestones and the year 2050 as its target date for climate neutrality.
The CAP is divided into sections including Campus Emissions: Mitigation Strategies: Educational, Research, and Community Outreach Efforts; Financing; and Tracking Progress.

CAMPUS EMISSIONS: OVERVIEW

The university has identified the nine primary sources of greenhouse gas (GHG) emissions:
- on-campus stationary sources;
- university fleet;
- refrigeration;
- agriculture;
- electricity;
- faculty, staff, and student commuters;
- institutionally-sponsored air travel/study abroad;
- solid waste; and
- transmission and distribution losses.

For fiscal year 2009, these GHG emissions totaled 83,040 metric tons of carbon dioxide equivalents (MTCDE), with zero offsets being purchased. In accordance with Villanova’s new Campus Master plan, Villanova projects overall campus growth at approximately 2.4 million gross square feet (GSF). The projected addition of campus buildings does not necessarily relate to growth in the overall land ownership of the university. However, it does provide a helpful benchmark in the projection of corresponding increases in campus emissions, which Villanova will take into account during implementation of the CAP.

MITIGATION STRATEGIES: OVERVIEW

Villanova has approached the CAP process through three key steps to ensure a comprehensive approach: 1) assess; 2) reduce; 3) offset.

Assess
Assessment is the foundation for providing a comprehensive approach to developing a plan for climate neutrality. Villanova has undertaken this process through the GHG emissions inventory described above, as well as through a comprehensive energy audit. Assessment also includes analysis to understand rate tariffs, system capacities, and procurement strategies.

Reduce
The reduction analysis is guided by the assessment process described above (with primary focus on campus mechanical and electrical systems), along with a utility strategy and a renewable energy study. As a result of this analysis, Villanova has chosen to focus on three crucial areas for project-oriented reductions in emissions: generation systems; distribution systems; and end-use systems.
Highlights of Villanova's reduction strategy include the following steps.

- **Chiller plants.** Villanova will develop a cooling plant strategy to include equipment that is not only environmentally responsible, but also has the flexibility to vary fuel sources as prices change.

- **Modernization of the boiler plant to include biomass.** This will provide the single-largest reduction in emissions for the campus by shifting its heating infrastructure from non-renewable fossil fuels to a biogenic fuel source. Villanova will continue to monitor the relative advantages of this strategy against any attractive alternatives that are developed from both an economic and environmental standpoint.

- **Modernization of Villanova's heating infrastructure.** This will allow for cogeneration through the use of backpressure steam turbines, lowering our grid-source electricity requirements.

- **Installation of on-campus photovoltaic arrays.** At least three sites on campus will be considered as sources of renewable energy to support the electrical needs of the university.

- **Reduction of end-use energy consumption.** Such reduction will include improvements to lighting fixtures and development of holiday and summer curtailment policies to reduce consumption of energy and emissions during times of relatively low occupancy.

- **Further exploration of ways to reduce emissions.** This will include implementation of incentives to use public transportation and improvements in the fuel efficiency of the campus fleet.

**Offset**

Once the optimal systems are in place and greenhouse gas emissions are minimized, the remaining emissions can be offset through the purchase of a variety of available offsetting instruments.

**EDUCATIONAL, RESEARCH, AND COMMUNITY OUTREACH EFFORTS: OVERVIEW**

**Educational Efforts**

Villanova will continue to develop educational experiences for undergraduate and graduate students through several approaches.

- Develop new programs and courses, and continue to encourage faculty to develop inter- and cross-disciplinary courses, modeled after those which have already been formed at Villanova. These include those in established in science departments (e.g., Geography & the Environment, Biology, Civil & Environmental Engineering, Chemical Engineering) and in other departments (e.g., Philosophy, History, Nursing).

- Establish further service learning opportunities. Villanova is among the top universities in the nation for the proportion of students who participate in such experiences, many of which have environmental themes (e.g., the activities of the Environmental Leadership Learning Community, the Engineers Without Borders group, and the Business Without Borders group).
• Continue to support student organizations, including the Villanova Environmental Group, the Ecological Society of Villanova, and the newly-formed student chapter of Engineers for a Sustainable World. Continue to support graduate students at the School of Law, who have an Environmental and Energy Law Society.

• Expand environmental content in the development of programs for Student Orientation each fall.

• Encourage students to participate in RecycleMania and other campus-wide initiatives.

• Educate Villanova community members about sustainability and climate-neutral practices through university operations including Dining Services and Facilities.

• Continue to sponsor national and international academic conferences on ecological and environmental issues.

**Research Efforts**

Villanova faculty and students across all colleges will continue to be involved in a wide range of projects relating to sustainability and climate change. Villanova will support these projects. In addition, the growth of new programs, and the attendant increase in financial support from the university as a whole, will expand research in the area of climate neutrality.

Faculty members in the Colleges of Liberal Arts & Sciences and Engineering are pursuing individual research projects that have a bearing on climate neutrality and sustainability. Several of these projects are funded by external grants, including from the NSF. The success of these research programs in the past bodes well for the future.

Villanova students will continue to participate in sustainability research both in and out of the classroom. In addition to formal research projects, students will continue to be involved in projects that have a strong environmental sustainability emphasis. Such student research projects currently include:

- increasing bicycling on campus;
- promoting recycling on campus;
- developing a green career fair;
- introducing organic and fair-trade clothing to the VU Shop;
- promoting donations at the end-of-the-year move;
- performing a sustainability assessment of White Hall; and
- improving water resources and reducing use of plastic.

In addition, several centers and institutes are funded and supported by Villanova. Examples include the Center for the Advancement of Sustainability in Engineering as well as the Center for Global Leadership and the Innovation, Creativity, and Entrepreneurship Center, both of which conduct work related to sustainability in the Villanova School of Business.
Community Outreach
Villanova is committed to offering programs to members of the Villanova community and to those in the greater community.

The university will build upon its current efforts in this area by continuing to:
• sponsor national and international academic conferences on ecological and environmental issues, most of which are open to the public;
• sponsor departmental seminars, which are open to the entire Villanova community;
• host events with state-wide attendees, such as the Commonwealth of Pennsylvania’s Sustainable Stormwater conference;
• support Earth Day events that educate the public about environmental sustainability and climate neutrality; and
• proactively communicate—through print collateral, news media coverage, social media outreach, and a frequently-updated website—to inform and educate the community about Villanova’s sustainability initiatives.

FINANCING: OVERVIEW
The cumulative present cost of mitigation strategies identified in the CAP is approximately $38 million. This cost will be financed through two related mechanisms, an initial investment fund and a longer term self-funding mechanism. First, the university will allocate approximately $4 million to finance high rate on investment (ROI) energy projects needed to jumpstart the program. Utility cost savings from these and subsequent efficiency-improving investments will be plowed back into the self-funding mechanism to finance subsequent capital investments spelled out in the CAP. The energy budget will be corrected annually for both campus growth and fluctuations in energy unit costs.

TRACKING PROGRESS: OVERVIEW
Moving forward, Villanova intends to update its GHG inventory annually. Along with the updated inventory, Villanova will prepare a narrative summary every two years, which reports the following:
• mitigation strategies undertaken for each fiscal year;
• campus emissions:
• a comparison between actual emissions and emissions projections contained in the CAP; and
• explanations for any significant differences shown in the comparison, along with possible remedies.

Every five years, the university will conduct a comprehensive review of the CAP to evaluate progress to date and to verify that previous assumptions remain valid. This exercise will also provide an opportunity for Villanova to review changes in technology, energy and environmental markets, and financing mechanisms. Most importantly, the review will allow for a re-evaluation of Villanova’s ability to achieve its milestones and meet the target date for climate neutrality. Revisions to the CAP, including any modifications to milestones (to earlier or later dates) will be reported as part of this process.
TARGET DATES
Based upon the implementation of the Campus Master Plan and the
mitigation strategies as detailed above, by the year 2025 Villanova will
reduce its emissions by 24 percent relative to 2009 emissions levels. After
this date, Villanova intends to begin the purchase of offset instruments to
continue its drive toward net climate neutrality.

In order to allow sufficient time to investigate alternatives, and for
technological and societal changes to take place, Villanova has set the
year 2050 as its target date for net climate neutrality.

FURTHER INFORMATION
To view the university's GHG Inventory and CAP, please see
http://acupcc.aashe.org. For a comprehensive look at sustainability efforts
across the Villanova campus—both in and out of the classroom—please see
www.villanova.edu/sustainability.
Faculty Community Involvement (by Department)

DEPARTMENT OF ACCOUNTING

Bierstaker, James L. (Associate Professor)
Volunteer, Habitat For Humanity (2006 – Present).
Volunteer, St Francis Inn (2006 – Present).

Borden, James P. (Associate Professor)
Member of Advisory Board for MCCC’s Health and Fitness program, Montgomery County Community College, Blue Bell, PA (2009 – Present).

Catanach Jr., Anthony H. (Associate Professor)
Chancel Choir Member, First Presbyterian Church of West Chester (2006 – Present).

Rhoades, Shelley C. (Associate Professor)
Member, First Presbyterian Church of West Chester (2007 - Present).
Bell Choir Member, First Presbyterian Church of West Chester (2007 - Present).

DEPARTMENT OF ECONOMICS & STATISTICS

Asher, Cheryl C. (Assistant Professor)
Committee Member, Upper Main Line YMCA Summer Swim Team (2000 – Present).

Casario, Michelle (Assistant Professor)
State Board Member, Linda Creed Breast Cancer Foundation, Philadelphia, PA (December 2008 – August 2009).

Clain, Suzanne H. (Associate Professor)
Visitor Ministry, Reformation Lutheran Church, Media, PA. (January 2009 – December 2009).

Kelly, Mary T. (Assistant Professor)
Committee Member, St Thomas of Villanova Parish, Villanova, PA. (2008 - Present).

Kilby, Christopher P. (Associate Professor)
International Session Chair, Harvard Alumni Association, Cambridge, MA (May 2010).

Taylor, Kenneth B. (Assistant Professor)
Committee Member American Friends Service Committee, Philadelphia, PA (2003 - Present)
Member Financial Stewardship Committee, Gwynedd Friends Meeting (1995 – Present)
DEPARTMENT OF FINANCE

Grover, Gunita (Assistant Professor)
Board Member, Lower Providence Community Library, Lower Providence Township, PA (2006 – Present).

LeClair, Robert T. (Associate Professor)
Committee Member, Archdiocesan Educational Fund (1993 – Present).
Committee Member Investment Committee, Archdiocese of Philadelphia (1993 – Present)

McWilliams, Victoria B. (Professor)
Board Member, Greeter/Newcomers, Newtown Square, PA (2004 – Present).

Olson, Gerard T. (Professor)

DEPARTMENT OF MANAGEMENT & OPERATIONS

Arvanites, Debra A. (Assistant Professor)
Committee Member, West Chester Area School Board – Curriculum Committees. (1998 – Present).

Chaudhry, Sohail S. (Professor)
Committee Chair, Foundations of Islamic Education Assessment Committee, Villanova PA (2008 – Present).

Glasgow, James M. (Instructor)
Committee Member, Our Lady of Assumption Parish, Strafford, PA (2007 – Present).

Maggitti, Patrick G. (Assistant Professor)
Board Member, Radnor Township Public Library, Wayne, PA (March 1, 2009 – Present).
Committee Chair, Anne Michele Higgins Memorial Gathering, St. David’s, PA (2006 – Present).

Nydick, Robert L. (Professor)
Board Member, Philadelphia University, Philadelphia, PA (2009 – Present).
Board Member, Norristown Habitat for Humanity Chapter, Norristown, PA (2009 – Present).

Pearce II, John A. (Professor)
Guest Speaker, Franklin Forum, Philadelphia PA (April 24, 2009).
Quigley, Narda R.  (Assistant Professor)
Officer, President/Elect/Past, Philadelphia Women’s Baseball League.
Committee Chair, University of Maryland’s Robert H. Smith School of Business Alumni Board.

Stumpf, Stephen A.  (Professor)
Member, Penn Environment, Philadelphia, PA (2009 – Present).

Wright, Daniel (Assistant Professor)
Faculty Organizer, Katrina Relief/Habitat for Humanity. (2006 – Present)

DEPARTMENT OF MARKETING & BUSINESS LAW

Bennett, Aronte M.
Big Sister, BigBrotherBigSistes of New York, New York, NY (November 2004 – June 2009).

Karson, Eric J.  (Associate Professor)

Taylor, C. Raymond  (Professor)
Committee Member, International Competition Network. (2005 – Present).