



PALUMBO-DONAHUE SCHOOL OF BUSINESS

Principles for Responsible Management Education

Report on Progress 2016



Duquesne University • Palumbo-Donahue School of Business
600 Forbes Avenue • Pittsburgh, PA 15282
duq.edu/business

PALUMBO-DONAHUE SCHOOL OF BUSINESS

**Dean B. McFarlin, Ph.D.**

**Dean and Professor of Management
Palumbo ▪ Donahue School of Business**

Sustainability is intrinsic to Duquesne University's mission—a charge that encompasses what our Spiritan sponsors call the “integrity of creation,” a profound respect for God’s gift of the world. One of the many ways that Duquesne advances this mission is through responsible stewardship of natural resources. Duquesne’s progressive efforts to achieve, maintain and advance high environmental standards began decades ago. We remain committed to sustainable principles in the ongoing management and development of our campus.

The Palumbo-Donahue School of Business is recognized internationally for embracing and promoting sustainable business practices. Our MBA Sustainability, introduced in 2007, has been consistently ranked in the top 10 nationally and top 25 in the world by such respected sources as *The Washington Post*, *Corporate Knights* and the Aspen Institute. The School is well-positioned to remain on the forefront of teaching, research and thought leadership in sustainability.

We will continue to integrate PRME principles into the Business School’s undergraduate and graduate curricula. As stated in our *Palumbo-Donahue 2024: Achieving Distinctive Excellence* strategic plan, “Sustainability as a core business principle” is one of the learning themes for undergraduate and graduate programs offered through the School of Business.

With this in mind, our redesigned Professional MBA program includes both a course entitled “Strategic Sustainability Theories and Models” as well as integration of sustainability topics throughout the curriculum.

We’re also creating cutting-edge facilities with our plan to transform Rockwell Hall. That plan includes spaces for several Centers of Excellence that will build on our existing strengths and help us seize new opportunities.

Centers of Excellence include:

- Institute for Ethics in Business
- Institute for Sustainable Business Innovation
- Investment Strategy Institute
- Center for Leadership in Professional Selling
- Center for Excellence in Supply Chain Management
- Center for Excellence in Entrepreneurship

The School of Business will create a comprehensive **Institute for Sustainable Business Innovation** that will be recognized among the finest in the world.



Proposed Institute for Sustainable Business Innovation

- We will drive innovation in teaching that solves complex problems, generates sustainable value, and prepares a new generation to lead change responsibly. The Institute will nurture a worldwide network of resources for curriculum development and fieldwork experiences, and identify opportunities for students to tie theory to practice by solving real-world problems.

- We will achieve marketplace impact by applying best practices in management. The Institute will serve as a living learning laboratory in which faculty from various disciplines (such as supply chain management, finance, strategy and ethics) collaborate with students and external experts to identify key performance indicators, implement innovative strategies, evaluate results and promote responsible decision-making across a range of organizations.
- We will produce the scholarly thought needed to meet global challenges. The Institute will promote faculty and student research, inspiring a new generation of leaders by organizing events such as symposia, idea cafés, speakers, study trips, service learning and conferences.

As we continue to provide transformative education for students in all dimensions of business, we will be focusing even more on the principles of PRME as the tenets of ethics, financial responsibility and corporate social responsibility permeate the fabric of leading companies and communities.

Sincerely,



Dean B. McFarlin, Ph.D.
Dean and Professor of Management



Duquesne University • 600 Forbes Avenue
Pittsburgh, PA • 15282
www.duq.edu/business

Table of Contents

| | Page(s) |
|--|---------|
| Renewal of PRME Commitment and Dean’s Message | 2-4 |
| Mission Statements | |
| • Duquesne University Mission Statement | 6 |
| • Palumbo-Donahue School of Business Mission Statement | 7 |
| <i>Sharing Information on Progress</i> | |
| Principle 1: PURPOSE | |
| • Brief History and Philosophy | 8 |
| • Business School Programs | 8 |
| • Rankings and Recognition | 9-10 |
| • MBA Sustainability One of the World’s Top 10 | 11 |
| • Graduate Course Highlights | 12-15 |
| Principle 2: VALUES | |
| • Our Values: Six Principles that Drive Us Forward | 16 |
| • Redesigned Professional MBA Integrates Sustainability | 17 |
| • Scholarships and Fellowships | 18 |
| Principle 3: METHOD | |
| • Undergraduate Course Highlights | 19-24 |
| • MBA Students Learn About Best Practices in France and Germany | 24-25 |
| • MBA Case Competitions and Other Initiatives | 25-26 |
| Principle 4: RESEARCH | |
| • Institute for Ethics in Business to Launch Annual Book Series | 27 |
| • Published Articles, Proceedings and Presentations | 27-36 |
| Principle 5: PARTNERSHIP | |
| • New Advisory Councils | 37 |
| • BlueTree Allied Angels | 37-38 |
| • MBA Sustainability Consulting Projects | 38-40 |
| • MBA Alumni Recognized for Sustainability Efforts and Other Initiatives | 41-42 |
| Principle 6: DIALOGUE | |
| • Presidential Conference on the Integrity of Creation | 43 |
| • Power of 32 | 43 |
| • MBA Sustainability Involvement with Communities and Companies | 43-44 |
| • Duquesne University Sustainability Initiatives | 44-45 |

Duquesne University **MISSION**



Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious.

Duquesne serves God by serving students— through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation, and the world.

ACHIEVING DISTINCTIVE EXCELLENCE 2024

VISION • MISSION • VALUES

ENGAGEMENT • INNOVATION • IMPACT



PALUMBO-DONAHUE SCHOOL OF BUSINESS

OUR VISION

Become A Premier Business School With Distinctive Excellence...

We aspire to be recognized as a global leader in Catholic business education for impactful scholarship and engaging, distinctive programs that transform students' lives in a Spiritan tradition and provide innovative solutions for communities, organizations, and the world.

OUR MISSION

Provide Transformative Education in a Spiritan Tradition...

We develop ethical business professionals who understand the global marketplace and serve others by leading with integrity to transform their communities, organizations, and society. Toward this end, we engage our students, alumni, and business partners with passionate faculty members who create impactful scholarship and innovative educational experiences that connect theory to practice.

PRINCIPLE 1 - Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The history of Duquesne University began in 1878 when the Congregation of the Holy Spirit founded the University to educate the children of Pittsburgh's immigrants. The University established the School of Business, one of its earliest programs, in 1913.

Our philosophy is that responsible, ethical leadership in business not only enhances the bottom line, but also creates a better society for all. Our students are taught that being the best *in* the world—in any field of endeavor—requires being the best *for* the world.

The Palumbo-Donahue School of Business—and its graduates—are guided by the highest principles of ethics and integrity. We aspire to be one of the finest business schools anywhere, recognized as a global leader in Catholic higher education.

The School of Business has internationally accredited and top-ranked programs. The School educates over 1,300 undergraduate students in 11 different business-related majors and nearly 300 graduate students in six diverse programs. Our programs deliver transformative career impact. We develop leaders with integrity who seize opportunities and embrace change.

MBA Programs

- Professional MBA
- MBA Sustainability

Specialized Master's Programs

- Master of Science in Accountancy
- Master of Science in Information Systems Management

100% Online Master's Programs

- Master of Science in Sports Business
- Master of Science in Management

Executive Education Programs

- Women's Executive Leadership Program
- Emerging Women's Leadership Conference
- Certificate in Financial Planning
- Professional Coaching Certificate

RANKINGS AND RECOGNITION



Our accreditation by **AACSB International** means we have met the highest standards for business education anywhere. Of the 10,000 business schools around the world, only about 6% are accredited by AACSB.



Corporate Knights, a Canadian publication devoted to sustainability and business, ranked our **MBA Sustainability #10 in the world and #4 in the United States.**



The School is among the first 100 endorsers of the **Principles of Responsible Management Education** (PRME), a United Nations-backed initiative promoting environmental stewardship, human rights and fair trade practices in business education.



Our MBA Sustainability is ranked among the **world's top 10** environmental sustainability graduate business programs by Net Impact.

Duquesne's Net Impact Chapter was awarded the 2016 Gold standing. These standings, based on the chapter's performance this past academic year, represent the most outstanding chapters in the Net Impact network. This year, just 38% of over 300 Net Impact chapters worldwide achieved Gold standing.

- Our School of Business soared in the **Bloomberg Businessweek's** ranking of undergraduate Business Schools to #55 in the nation. This latest ranking places us in the top five statewide.
- In the latest graduate school rankings by **U.S. News & World Report**, our Professional MBA leaped ahead by 15 slots. The program is also one of the best and most gender diverse in the nation. Ours is among the top 10 highest ranked programs in all of Pennsylvania and among the top three in our region. And more than 65% of our MBA students are women, the 2nd highest percentage in the country.

- Our Donahue Graduate School is among *Princeton Review's* Best 295 Business Schools, 2016 edition.



Our Supply Chain Management Program is **ranked 12th in the nation**. Duquesne is the only school in the region and the only Catholic school in the nation with a ranked program.



Duquesne ranks among the best when it comes to preparing students for sales careers, according to the **Sales Education Foundation** (SEF). Less than 3% of the nation's colleges and universities offer sales programs, which means that our graduates are exceptionally well-prepared for professional sales positions.

Duquesne's MBA Sustainability One of the World's Top 10



Corporate Knights, a quarterly international publication focused on social, economic and ecological benefits and costs, released its 2015 Better World MBA ranking, listing Duquesne's Donahue Graduate School of Business as No. 10 among MBA programs worldwide and No. 4 among U.S. schools.

Duquesne University's MBA Sustainability emphasizes management of financial, social, environmental and informational capital for prosperity today, without compromising tomorrow. This one-year MBA, earned with a concentration in sustainability, integrates rigorous coursework in all business disciplines with global best practices in sustainability.

Practical, problem-solving consulting engagements—two projects and a hands-on practicum—anchor the MBA Sustainability curriculum and serve as proving ground for applying cutting-edge tools and classroom learning. From analyzing carbon footprints and greenhouse gas emissions to designing zero waste initiatives and new product marketing plans, students make an immediate financial impact for multinational, regional and not-for-profit clients. The program's award winning, action-learning delivery model features first-hand investigation and field work in developed and developing countries of Europe, Asia, South America and/or Central America.

Students interface regularly with thought leaders and corporate executives. Sustainability Fellows, chosen on a merit basis, pursue research, publication and knowledge sharing activities to advance sustainable practices.

All MBA Sustainability students take required courses (39 of the program's 45 credits) that were explicitly designed to develop capabilities for responsible leadership. Each semester's coursework connects to a broader theme and is anchored by a live problem solving challenge that requires students to apply what they are learning in concurrent coursework. The fall courses and consulting challenge are focused on why integrated sustainability is the key driver of innovation in global economies while developing essential business management skills and knowledge. Spring is focused on leveraging innovation and process improvement to improve performance from social, environmental, financial and informational resource. Summer ties the full range of graduate business theories and models to leading systemic change for competitive advantage. Clients for the live consulting challenges are multinational corporations, regional companies, government, not-for-profit organizations, and social entrepreneurs.

Graduate Course Highlights

Systems Thinking

Tackling sustainability issues requires a new way of conceptualizing problem structures, and systems thinking provides foundational frameworks for doing so. This course promotes holistic thinking through examination of the linkages and interactions among all systems elements using systems dynamic methodology to recognize underlying feedback loop structures. Primary topics include exploring existing models, discovering and mapping system structures; building scenarios; developing and testing new models using simulation software; and providing policy recommendations based on the models tested.

Strategic Sustainability and Models

Strategic sustainability advances students' managerial skills for identifying, researching, evaluating and communicating innovative opportunities involving the efficient and effective management of financial, social, and environmental resources. Building on our commitment to the Principles for Responsible Management Education (PRME), this course experience serves as a foundation for strategic sustainability, models and tools across the curriculum. Students work individually and in teams to frame problems, research and develop training seminars, and manage resources for assigned topics. The focus is inspiring innovation, and creating competitive advantage—both short and long term—for organizations. Deliverables include presentations of mini training seminars to peer, analytical life cycle assessment along with participation in class discussions while applying critical thinking to identify productivity gains, cost savings, revenue increases, and profit growth when implementing sustainable business practices. The course is taught as a seminar where sharing learning, best practices and sustainability knowledge across teams and individuals enables all to gain insight to emerging issues beyond the scope of a single entity. Students work within an integrated curriculum to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to value both short- and long-term prosperity. Students independently learn about, apply, and reflect on proven models and methodologies while honing their skills as a researcher, analyst, writer, and speaker.

Sustainable Tools and Processes for New Initiatives

There are over 120,000 MBA degrees awarded each year in the U.S. Only a small proportion of these newly minted MBAs will do more than read about a sustainable development issue during their graduate studies. This lack of exposure to innovation can be attributed to a dearth of schools attempting to proactively integrate sustainability focused experts and real-world projects into business curricula. The tide has changed, and more recently, the surge of interest in measurement, planning, energy conservation, carbon trading, green buildings and sustainability has brought many companies to the doors of business schools looking for the next generation of managers with the ability to quantify and develop a business case and management plan for sustainable opportunities.

In this class students will hear from business leaders, integrate sessions with faculty across disciplines, analyze and evaluate different case studies. In teams, understand and develop a sustainability plan and complete an Energy Management Systems Design Competition in order to better understand the attributes of sustainable business practices, how to measure performance, manage change, and explore the business case for sustainability focused initiatives.

Sustainability Consulting Project I

This course introduces the consulting component of the MBA Sustainability program through a live problem-solving engagement with a real world client. Aligned to Principles for Responsible Management Education (PRME), the course enables students to collaborate with practicing managers while applying design and systems thinking to manage social, environmental and financial resources. Focus is on developing skills as project manager, researcher, analyst, writer, speaker and peer coach. Performance evaluation includes 360-degree feedback from client, faculty and peers.

Environmental Science

This one-credit seminar was designed to offer MBA Sustainability students accurate scientific context for incorporating human health and environmental considerations in business decisions. Focus is on understanding the human health and environmental issues related to population growth, natural resource use, energy production and consumption, land use perturbations, toxicology, and economic activity.

Value Chain and Operation Strategy

This course examines the relationships among all parties in the supply chain through end delivery of a product or service. Primary topics include the role of each business function in creating value; optimizing operations for competitive advantage; the process-oriented view of operations; the balancing of short- and long-term interests; and the application of quantitative models and analytical techniques for decision making in uncertain environments. Focus is on mapping and analyzing processes, estimating financial impact of operational strategies, and providing managerial actions to improve operational performance.

Applied Business Ethics

This course introduces students to the School of Business policy on ethical behavior and provides a foundation of ethical decision-making skills necessary to recognize, evaluate and resolve ethical conflicts. Emphasis is on common ethical challenges facing graduate students in the classroom and at work. This course provides an analytical framework for students to use when grappling with course-specific, ethical dilemmas in subsequent core and elective courses in the graduate program and in their professional business careers.

Public Affairs Management

Contemporary organizations must manage public affairs with the same degree of professional competence as economic, financial and technical affairs. This course focuses on understanding and managing those public dimensions. It examines how public affairs can impact costs, profits, reputation and the quality of life for people in the organization's circle of influence. Students identify and evaluate key external and internal forces and environments impacting the organization, with special attention on sustainable management. Primary course topics include stakeholder analysis, public issue and crisis management, media relations, social responsibility and corporate citizenship evaluation, regulatory and public policy strategies, and environmental responsibility.

Sustainable Tools and Processes for New Initiatives

There are over 120,000 MBA degrees awarded each year in the U.S. Only a small proportion of these newly minted MBAs will do more than read about a sustainable development issue during their graduate studies. This lack of exposure to innovation can be attributed to a dearth of schools attempting to proactively integrate sustainability focused experts and real-world projects into business curricula. The tide has changed, and more recently, the surge of interest in measurement, planning, energy conservation, carbon trading, green buildings and sustainability has brought many companies to the doors of business schools looking for the next generation of managers with the ability to quantify and develop a business case and management plan for sustainable opportunities. In this class we will hear from business leaders, integrate sessions with faculty across disciplines, analyze and evaluate different case studies. In teams, understand and develop a sustainability plan, and complete an Energy Management Systems Design Competition in order to better understand the attributes of sustainable business practices, how to measure performance, manage change, and explore the business case for sustainability focused initiatives.

Sustainability Project II

Sustainability Project II advances students' skill sets for solving contemporary problems and managing financial, social, and environmental resources—efficiently and effectively. Building on readings and methodology from Sustainability Project I and our commitment to the Principles for Responsible Management Education (PRME), this course offers proving ground for applying theory and models from across the curriculum. Taught as a seminar for sharing learning, best practices and knowledge across teams and clients, the course requires all students to examine issues beyond their project scope and client concerns. Students work in teams to frame problems, develop solution paths, and manage projects from conception to completion for an assigned client. The focus is on improving processes, inspiring innovation, and creating competitive advantage—both short and long term—for real world organizations.

Client deliverables include a formal presentation to the client management team and an analytical report with recommendations that will lead to productivity gains, cost savings, revenue increases, and profit growth when implemented by the client. Students function as professional consultants, working closely with a client organization to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to recommend solutions for short- and long-term prosperity. Students apply proven models and methodologies and hone their skills as a project manager, researcher, analyst, writer, speaker and peer coach.

Leading Change Practicum

The capstone experience of the MBA Sustainability, this course serves as proving ground for applying learning from coursework, consulting, international travel and professional development. Focus is on driving innovation for competitive or reputational advantage. Student teams work directly with clients at their offices, conducting primary research to identify systemic problems and opportunities and assess tolerance for change. Students analyze internal/external drivers and risks relative to organizational vision and goals, applying models, tools and methodologies from their year-long curriculum, including concurrent courses in strategy, leading change and information systems. The practicum deliverable is a strategic plan for mission-driven change.

Global Economics – Study Trip

This interdisciplinary, full-immersion global study course explores the factors that drive social, environmental and economic practices in foreign countries through field work, classes and dialogue with corporate, academic and governmental partners abroad. A primary focus is on developing comparative perspectives for leading change as environmental stewards, global citizens, social architects, persuasive communicators and visionaries. Field work centers on understanding the political, economic, social and technological dynamics that contribute to standard of living; investigating best practices and emerging challenges; gaining insight to monetary policy in a volatile world economy; and comparing differences/similarities across domestic and foreign organizations.

Multi-Source Assurance of Learning Process

A Multi-Source Assurance of Learning Process focused on the ability to tie theory to practice is embedded in evaluation of consulting work in the three courses that anchor each semester of the full-time MBA Sustainability. Quality and professionalism of students' work, as well as ability to apply concepts from across the curriculum, is evaluated by course instructors, faculty who teach core disciplines, client partners from major corporations, peers and alumni advisors and coaches.

PRINCIPLE 2 – Values

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



OUR VALUES

Business as a Force for Good—6 Principles that Drive Us Forward...

Ethics and integrity. Ethics and integrity are winning characteristics of high-performing organizations over the long term. We want our business school, and our graduates, to be guided by the highest principles of honesty, fairness, transparency, and moral courage.

Practical wisdom. Business education is no longer about the simple acquisition of knowledge. Instead, it's about giving students transformational experiences that show employers and others what they can do with that knowledge.

Change and innovation. Business today is rapidly changing and our competitors aren't standing still. We embrace change and monitor trends in business education to measure ourselves against external benchmarks as well as by who our students become.

Collaborative boundary-spanning. Our students need to understand different cultures since today's business environment is increasingly and unmistakably global. Indeed, our students will enter a work world filled with cross-functional teams and eroding boundaries across disciplines, communities, and cultures.

Scholarship that matters. We embrace impactful scholarship whether it involves discipline-based research that creates new knowledge, applied research that shapes business practice, or pedagogical research that helps improve teaching effectiveness.

Respect for the world. Our business perspective is shaped by the Spiritan emphasis on respect for the world and the pursuit of good environmental stewardship and social justice in doing so.

As stated in the *Palumbo-Donahue 2024: Achieving Distinctive Excellence* strategic plan, “Sustainability as a core business principle” is one of the learning themes for undergraduate and graduate programs offered through the School of Business. With this in mind, the redesigned Professional MBA program includes both a course entitled “Strategic Sustainability Theories and Models” as well as integration of sustainability topics throughout the curriculum.

Redesigned Professional MBA Integrates Sustainability

In January 2017, the Palumbo-Donahue School of Business will launch an enhanced and redesigned 36 credit hour Professional MBA. The flexible curriculum, with evening classes held on campus and online, can be completed in just two years on a part-time basis.

The new Professional MBA reflects the emerging skill-set necessary to be a successful business leader today and is designed to ensure that a Duquesne MBA remains a highly relevant and impactful credential. We’ve taken what we know works in graduate business education—an experientially-focused curriculum characterized by compelling real-world projects, leadership skill development activities and signature courses reflecting our learning themes—and built a program designed to move students to the next level both personally and professionally.

The experiential curriculum features new and diverse core classes designed to build a broad foundation of business and industry knowledge. Our intent is to provide students the ability to connect theory and practice to create effective change. This is the essence of outstanding leadership. One of the hallmarks of the new program is the Executive Insights Course which brings seasoned business leaders into the classroom every week for discussion of how these individuals created plans that moved organizations forward. The program concludes with a hands-on capstone project allowing students to sharpen the skills they’ve learned throughout the program with a real-world client.

The redesigned Professional MBA integrates six differentiators intended to achieve curriculum goals:

- ❶ Action-Based Experiential Learning
- ❷ Strong Ethical and Moral Compass
- ❸ Entrepreneurial Mindset
- ❹ Cultural Intelligence
- ❺ Sustainability—A Core Business Principle
- ❻ Strategic Leadership Development

Impactful Scholarships and Fellowships

Eugene P. Beard Scholarships and Fellowships Profoundly Impact the Lives of Duquesne Students.

Eugene P. Beard, B '59 and MBA '61, alumnus and executive who promotes the ethical approach to business and decision-making—the heart of a Duquesne business education.

Eugene P. Beard MBA Sustainability Research Fellowships: These Graduate Fellowships in Sustainability provide a \$20,000 fellowship to each of two incoming MBA students in Duquesne's MBA Sustainability program, along with an opportunity to work on groundbreaking research and publication projects related to the management of financial, social, environmental and informational resources.

Eligibility - The fellowships are available to incoming students who:

- are U.S. citizens;
- have a superior academic undergraduate record of achievement including at least a 3.5 cumulative GPA; and
- have exhibited leadership as well as professional and personal ethics in school, the workplace or through other relevant experience.

Peace Corp Coverdell Fellowships

Returned Peace Corp Volunteers in the MBA Sustainability program used their Coverdale Fellowships to serve underserved communities in Pittsburgh, including recent immigrants from war-torn countries, at-risk youth in the Hazelwood community, and college students with overwhelming debt. They also helped local communities establish a community garden, worked on reclaiming brown fields and participated in planning for the uptown innovation project in Pittsburgh.

Alcoa Research Fellowships

The Alcoa MBA Sustainability Research Fellowship Program is a five year grant for research related to the mission of the Alcoa Foundation.

PRINCIPLE 3 - Method

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

Undergraduate Course Highlights

Gateway to Business

Gateway to Business is the portal course for all entering undergraduates in the School of Business. The course is designed to introduce students to the many business disciplines that are represented in our undergraduate curriculum as well as to familiarize them early on with the functional areas of a business. As a business school committed to supporting and making real the promise of the Principles of Responsible Management Education (PRME), we strive in this course to demonstrate to students how these six principles can be integrated into and enhance their understanding of the organizations that they will someday work for. With the principal aim of advancing corporate sustainability by incorporating universal values into business education, we seek to honor our commitment to support the UN Global Compact as we educate tomorrow's business leaders.

During the 2015-2016 academic year, our Gateway to Business students had the opportunity to partner with the City of Pittsburgh Department of Performance and Innovation and learn about urban resilience. Pittsburgh is one of 100 cities in the world that have been awarded a Rockefeller Foundation Resilient Cities grant. The purpose of the grant is to help the selected cities improve the urban systems that can increase the resilience of the city in withstanding, responding to and better adapting to the inevitable shocks and stresses that cities face. More broadly, resilience is the capacity of individuals, communities, institutions, businesses and systems within an urban setting to survive, adapt and grow no matter what kinds of stresses and shocks they might experience. This is in effect the essence of sustainability.

Introduction to Corporate & Partnership Tax Accounting

This course is limited to seniors who have already completed a variety of diverse business courses and should have a solid understanding of accounting concepts and principles. A new CEO compensation project was designed to motivate students to use their educational foundation within an ethical framework.

To be fully tax deductible, public firm CEO compensation in excess of \$1 million must be linked to quantifiable performance standards. However, investors, students and society as a whole increasingly recognize the importance of Corporate Social Responsibility (CSR), especially for those executives at the helms of large, influential corporations.

The CEO compensation design project requires that students select a minimum of three quantifiable performance measures, which can be based on firm performance and/or CSR at the student's discretion.

Although financial measures are easily quantifiable, students overwhelmingly incorporated CSR based measures within their compensation arrangements. Students creatively quantified the CSR measures to satisfy the tax requirements, while designing measures intended to motivate green initiatives, community involvement or a positive work environment.

Business Ethics and Global Citizenship

This course recently was modified from the “straight” business ethics course to a course that is broader in its focus and this broadening is reflected in its course name: *Business Ethics and Global Citizenship*. Therefore, each instructor includes additional foci in the class and students are exposed to the basic concept of corporate social responsibility and the more current and corporate-focused emphasis on corporate citizenship. There also is an assignment that emphasizes this focus:

- **Global Corporate Citizenship Audit Paper** - The global corporate citizenship audit paper consists of an analysis of ethics and compliance programs developed by businesses in a selected industry and the management of the firm’s stakeholder relations, with recommendations. This exercise requires students to demonstrate their understanding of and ability to use many of the corporate social responsibility and corporate citizenship tools introduced in the textbook and from supplemental sources.

With the elimination of the invited ethics speaker presentation series, the MGMT 368 assignment was modified to the following:

- **Ethics Principles Paper** – After selecting one of the approved TED talks on corporate social responsibility and corporate citizenship, the purpose of the assignment is: [1] an application of ethical principles, [2] the ability to discuss and possibly challenge an ethical or socially responsible position taken by the TED talk speaker, and [3] the practice of writing to enhance your business communication skills.

In addition to spending the semester presenting, testing and challenging students to use basic ethical principles, moral reasoning and ethical theories to identify and resolve ethical issues set in a business content, some of the specific assignments address this PRME principle.

- **Ethics Speaker Presentation Paper** – In addition to attending the presentation, the purpose of the assignment is: [1] an application of ethical principles, [2] the ability to discuss and possibly challenge an ethical position taken by the guest ethics speaker, and [3] the practice of writing to enhance your business communication skills.
- **Case Analysis Paper** – After selecting a case presented in the textbook, the purpose of the assignment is: [1] application of ethics theories and CMD as ethical decision-making tools, and [2] the practice of writing to enhance your business communication skills.

Strategic Management – Capstone Course

At the undergraduate level, the capstone course required for all Business majors was reformulated in Fall 2012 in order to align this course with the PRME Principles 1 and 3. The goal is that all undergraduate students gain exposure to sustainability issues. The Strategic Management course has an enrollment of about 300 students per year. We incorporated sustainability as a recurrent theme throughout the course. Additionally, we designed two active learning activities:

(1) Problem Solving Project

All senior Business majors enrolled in the Strategic Management course analyze a real business case emphasizing Social Responsibility & Environmental Stewardship. The presentations of the student teams were judged by several business executives, alumni, and professors from various disciplines, utilizing a comprehensive rubric. In their presentations, students address ethical, social, and environmental issues.

(2) Community-Engaged Project (Also Supports Principle 5)

Many of the senior Business majors enrolled in the Strategic Management course complete projects addressing real problems in collaboration with local non-profit organizations. All semester, the student teams develop their projects, which often involve mid-term and/or final presentations to the partner organizations. In their projects, students examine social and/or environmental issues related to the context of several local nonprofit organizations.

To assess the learning outcomes, external judges including business practitioners and professors from different disciplines evaluated the performance of student teams. Additionally, students completed individual reflection papers about the Problem Solving Project and the Community-Engaged Project. Our assessment of learning outcomes suggested that most student teams across the Strategic Management sections achieved the key competencies aligned with the Principles for Responsible Management Education. This assessment demonstrated positive learning outcomes regarding awareness of and ability to address ethical, social, and environmental issues in business situations.

Duquesne University recognized the Strategic Management faculty (Ana Siqueira, Jay Liebowitz, and Nagaraj Sivasubramaniam) with a university-wide Creative Teaching Award in 2014 for aligning the course with the United Nations' Principles for Responsible Management Education.

Global Business, Government and Society Principles

Enrollment for this course is comprised of Management majors as a requirement (which includes students with a second major in nearly every other discipline taught in the Business School), some students minoring in Management, and also International Business majors and a few students taking this course as their business elective

The cornerstone of the course is the **Corporate Policy Simulation**. This half-semester long activity accounts directly for 30% of their overall course grade and focuses on: guiding students toward an understanding of the complex and interactive world of business-government-society interface found explicitly or implicitly in all organizations, and an ability to manage, the social, economic, legal, political, regulatory, global, ecological and stakeholder issues and interactions found in a democratic capitalistic environment through an educational simulation.

CPS has three specific objectives. First, the simulation provides students with an opportunity to apply insights developed in the course to selected current problems confronting business. Thus, it is an exercise in taking concepts and principles identified in the course's textbook, and expanded upon in classroom lecture and case discussions, to a "real world" business setting. Second, CPS thrusts the students into a complex and dynamic environment filled with uncertainty, reflecting the "real world" environment faced by managers responsible for the business-government-society interface. This is a significant departure from the traditional deterministic models presented in many business courses where students are provided a formula and asked to find THE correct answer. Finally, the CPS challenges students to work in a typical "real world" environment by assembling students into teams representing businesses. It is rare in the business world where a sole entrepreneur can function without the need of, or preference for, others. Typically, managers are thrust into teams, whether assigned to an audit team or a marketing group to develop a project. In the CPS students experience the advantages and challenges of a team approach to decision making. The general principles of working with others, espoused in personnel management and organizational behavior courses, are given an opportunity to be applied here in preparation for the inevitable experience awaiting the students as organization members upon graduation.

In addition, there are other assignments, such as:

- **The Current Issue Research #1 Paper:** Micro-financing is the provision of financial support to low-income clients or solidarity lending groups including consumers and the self-employed, who traditionally lack access to banking and related services. More broadly, it is a movement whose object is a world in which as many poor and near-poor households as possible have permanent access to an appropriate range of high quality financial resources and services. Those who promote microfinance generally believe that such access will help poor people out of poverty (<http://en.wikipedia.org/wiki/Microfinance>).

Rather than only “read about” or “talk about” micro-financing, we have an opportunity to research and recommend a micro-financing strategy. The students are required to visit www.kiva.org/lend, explore the various options available using the “country,” “sector” and other classifications provided, and draft a one-page (maximum) paper [a] identifying and describing an entrepreneur from the website and, [b] using tools or concepts from Chapter 3—Corporate Social Responsibility—to support their arguments, provide a recommendation as to why Dr. Weber should “invest” his \$100 in the entrepreneur they selected.

- **The Current Issue Research #2 Paper:** The students are required to visit the Boston College Center for Corporate Citizenship’s Film Fest Web page and review a handful or so of the video submissions, both the finalists and possibly some of the runners up to select a winner (students may NOT select the actual designated winner). The one-page paper (maximum) should [a] identify the selected Film Fest winner and [b] the criteria (reasons why) used by the student to justify their selection. The paper should demonstrate the students’ ability to apply the relevant and critical course tools from Chapter 7—Global Corporate Citizenship.
- **The Current Issue Research #3 Paper:** For this assignment the course session is conducted in the School of Business’s Investment Lab. The students are to prepare a one-page (maximum) report based on their research in the Investment Lab for the socially screened mutual fund provided to them. The primary emphasis for their report is to provide a convincing argument as to why Dr. Weber, specifically, should purchase this mutual fund. The rationale must include BOTH financial, as well as social, arguments.
- **The Current Issue Research Paper #4:** The theme of the “business – society – government” interface and interaction is discussed in different ways repeatedly throughout the textbook (in Chapters 1, 2, 6, 7 and 8) and throughout the semester in class. For this assignment, students are to locate a “current global business-government-society” issue that has emerged since February of that year and involves [1] a business or businesses, [2] a government or government agencies and [3] a social or public interest group or groups. Then the issue is to be analyzed using one of the following public affairs management tools: Performance-Expectations Gap, Eight Strategic Radar Screens, or the Issue Management Process.

Undergraduate Business Students Vie for Berg Cup in Elite Ethics Competition

Four members of Duquesne University's Pi Sigma Epsilon sales and marketing society were selected as finalists for the 2015 Berg Cup Competition.

Team members include:

- Dorian Evans of Scranton, PA, the society's president and International Collegiate Sales Competition case competitor
- Paige Tinney of Pen Argyl, PA, the society's vice president of marketing; American Marketing Association vice president and International Collegiate Sales Competition role play competitor
- Calla Kurtzhals of Chadds Ford, PA, International Collegiate Sales Competition case competitor and society member
- Jamie Drennen of Mars, PA, the society's former vice president of finance and administration; a panel judge in the Northwestern Mutual sales competition.

MBA Sustainability Study Abroad



MBA Sustainability Students Learn about Best Practices in France and Germany

(Photos: MBA students visit SAP Software Solutions and CISCO Systems)



All MBA students in the full-time program register for the Global Economics – Study Trip (Summer): This interdisciplinary, full-immersion global study course explores the factors that drive social, environmental and economic practices in foreign countries through field work, classes and dialogue with corporate, academic and governmental partners abroad. A primary focus is on developing comparative perspectives for leading change as environmental stewards, global citizens,

social architects, persuasive communicators and visionaries. Field work centers on understanding the political, economic, social and technological dynamics that contribute to standard of living; investigating best practices and emerging challenges; gaining insight to monetary policy in a volatile world economy; and comparing differences/similarities across domestic and foreign organizations.

In 2015-2016, MBA students traveled to France and Germany to explore sustainability initiatives internationally. This full-immersion international experience included coursework and case studies with faculty and students at the ICN Business School in Nancy, France. At ICN students participated in workshops with topics covering sustainable luxury, sustainable eco-centric societies and cross-cultural management. Students also interfaced with multi-national corporations on social and environmental challenges in both France and Germany. For example, at SAP Software Solutions students discussed the company's sustainability initiatives across the globe with the Chief Sustainability Officer. At Cisco Systems, Inc. students explored how various applications of the "internet of things" advances the economic and social interests of society—an actual case study involving the refugee situation in Frankfurt was explored. At Merck Group, a German multinational chemical, pharmaceuticals and life sciences company, students reacted to the company's CSR program and presented ideas to the Corporate Responsibility Manager on how to increase employee involvement in the company's various initiatives. Students also visited ENTEGA Power Plant where they explored differences in the energy industry and policy between the US and Germany. Euromac2, a company developing and providing innovative materials for passive house, provided students the opportunity to see first-hand themes that had been discussed the prior semester.

MBA Case Competitions

All MBA students in the full-time program gain real world experience and hone their business skills by participating in the Aspen Business & Society International MBA Case Competition.

The Aspen Case competition "offers a singular opportunity for students from 25 business programs worldwide to reflect on the significant influence—and potential for good—that a well-managed business can have in society." The 2016 competition focused on proposing innovations to the coffee supply chain for the Illy Coffee Company.

Most students participate in at least one additional competition such as Corporate Knights' Business for a Better World Competition, the Nespresso Sustainability MBA Challenge, the Allegheny County Department of Human Service Challenge, and the Net Impact Up to Us competition.

Symposia

MBA Sustainability student poster session at Fall 2014 sustainability symposium shared research and knowledge sharing event with business and educational thought leaders on emerging topics such as Integrated Bottom Line reporting, life cycle analysis, environmental product declarations, and scope 3 greenhouse gas emissions. Students also participate in Net Impact conferences, campus symposia and local events sponsored by the Green Building Alliance, Sustainable Pittsburgh, and the Pennsylvania Environmental Council.

Live Problem-Solving Idea Cafés

Opportunities to apply design thinking and MBA tools to solving problems for entrepreneurs and not-for-profit agencies (several planned for summer semester in conjunction with capstone leading change practicum). Topics explored in this reporting period include cybersecurity, health and performance of buildings, and opportunities to create waste from energy.

Center for Green Industries and Sustainable Business Growth

The Center for Green Industries and Sustainable Business Growth designed and offered two sessions of the Green Business Series, a certificate program for businesses covering sustainable operations, funding sources and marketing for green products.

They also prepared tip sheets for businesses in the following areas:

- Conserving Water
- Construction Waste Reduction
- Day-to-Day Green Office Practices
- Energy Efficient Operations
- Environmental Laws and Regulations
- Green Construction
- Green Marketing
- Green Operations
- Layout of a Green Team
- Pollutants: Types, Sources and Prevention
- Reduce, Reuse and Recycle Waste
- Suggested Certifications for Small Businesses and LEED Professional Credentials
- Ten Steps to Sustainable Business Growth
- Tips for Indoor Air Pollution at the Office

The Center also offered annual training for business executives, conducted by the Association of Energy Engineers, a five day AEE Certification for Energy Managers. Duquesne Light supplied scholarship dollars toward the training of business persons that are in their territory. Twenty two individuals attended the training, many of whom achieved the certification.

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.

Institute for Ethics in Business to Launch Annual Book Series

The Institute for Ethics in Business at Duquesne University is launching an annual book series, entitled ***Business and Society 360***, sponsored by the International Association for Business and Society (IABS). To be published by Emerald, a top publisher in the ethics space, Palumbo-Donahue faculty will provide the editorial leadership for the series, which will focus on business and society issues from an interdisciplinary perspective. Each book in the series will offer a compilation of peer-reviewed chapters and will complement the academic journal distributed by the IABS, an organization promoting research on the connections between business, government and society.

Co-editors for the series are Dr. David Wasieleski, Chair of the Management and Marketing Department and Associate Professor of Management, and Dr. James Weber, Executive Director of the Institute for Ethics in Business and Professor of Management.

The development of the series will not only draw upon Duquesne's faculty expertise but will help shape the field in business ethics in important ways, cementing our school as a leader in an area that fits perfectly with our mission and Spiritan heritage. Scholars, students and practitioners all will benefit from the knowledge and insights this book series will provide about cutting-edge issues in business ethics.

Articles in Journals

Abboushi, S. (2014). Solar trade tariffs. *Competitiveness Review*, 24 (1), 59-65.

Amatucci, F. M. (2016). Using a Multiple Method and Mixed Mode Approach to Examine Women Entrepreneur. *International Journal of Gender and Entrepreneurship*.

Basuroy, S., Gleason, K. C., & Kannan, Y. H. (2014). CEO Compensation, Customer Satisfaction and Firm Value. *Review of Accounting and Finance*.

Brink, A. G., Cereola, S. J., & Menk, K. B. (2014). The Effects of Fraudulent Reporting Materiality Level, Personality Traits, and Ethical Position on Entry-level Employee Whistleblowing Decisions. *Journal of Forensic and Investigative Accounting*.

Bui, M., Droms, C. M., & Craciun, G. (2014). Weighing the Good and Bad: Examining Attitudinal Ambivalence towards Actions and the Outcome of Losing Weight. *Journal of Consumer Behaviour*, 13 (4), 303-315, doi: 10.1002/cb.1475.

- Collins, D., Weber, J., & Zambrano, R. (2014). *Teaching Business Ethics Online: Perspectives on Course Design, Delivery, Student Engagement, and Assessment*. *Journal of Business Ethics*, 125(3): 513-529.
- Cui, P., Fitzgerald, M. P., & Donovan, K. R. (2014). Extended Self: Implications for Country-of-Origin. *Journal of Consumer Marketing*, 31 (4), 312-321.
- Dokko, G., Kane, A. A., & Tortoriello, M. (2014). One of us or one of my friends: How social identity and tie strength shape the creative generativity of boundary-spanning ties. *Organization Studies*, 35, 707-726, doi: 10.1177/0170840613508397.
- Drake, M. J., Luchs, R., & Mawhinney, J. (2015). International Supply Chain Management Courses: Semester-Long versus Study-Abroad. *Journal of Teaching in International Business*, 26 (3), 164-176.
- Hartzel, K., Marley, K., & Spangler, W. (2016). On-Line Social Network Adoption: A Cross-Cultural Study. *Journal of Computer Information Systems*, 56 (2), 87-96.
- Incardona, J., Kannan, Y. H., Premurosa, R. F., Higgs, J. L., & Huang, Q. (2014). Taxing Audit Markets and Reputation: An Examination of the Tax Shelter Controversy. *Journal of International Accounting Auditing & Taxation*.
- Jiao, H., McFarlin, D. B., & Zhu, Y. (2014). Collaboration in Geographically Dispersed Teams: What Kind of “Distance” Matters Most? *Academy of Management Perspective*.
- Kannan, Y. H., Skantz, T. R., & Higgs, J. L. (2014). The impact of CEO and CFO equity incentives on audit scope and perceived risks as revealed through audit fees. *Auditing: A Journal of Practice and Theory*.
- Louch, M. (2015). Single Sourcing, Boilerplates, and Re-Purposing: Plagiarism and Technical Writing. *Information Strategy: The Executive's Journal*.
- Louch, M. & Stork, E. (2014). The Influence of Typeface on Students' Perception of Online Post-Secondary Instructors. *Information Systems Education Journal*.
- Marley, K. A. (2014). Eye on the Gemba: Using Student-Created Videos and the Revised Bloom's Taxonomy to teach Lean Management. *Journal of Education for Business*, 89 (6), 310-316.
- Meuris, J. & Leana, C. (2015). Living to Work and Working to Live: Income as a Driver of Organizational Behavior. *Academy of Management Annals*.
- Meuris, J. & Leana, C. (2015). The High Cost of Low-Wage Work: Economic Scarcity Effects in Organizations. @The Center.
- Morris, B. W., Kleist, V. F., Dull, R. B., & Tanner, C. D. (2014). Secure Information Market: A Model to Support Information Sharing, Data Fusion, Privacy, and Decisions. *Journal of Information Systems*, 28 (1), 269-285.

- Simpson, D. & Sroufe, R. P. (2014). The Role of Stakeholders and Reward Expectations in the Use of Environmental Management Standards. *International Journal of Operations and Production Management*.
- Singal, M. & Gerde, V. W. (2015). Is Diversity Management Related to Financial Performance in Family Firms? *Family Business Review*, 1-17, doi: 10.1177/0894486514566012.
- Siqueira, A. C., Ramos, D. D., Kelly, L., Mnisri, K., & Kassouf, P. (2015). Responsible management education: Active learning approaches emphasizing sustainability and social entrepreneurship. *International Journal of Innovation and Sustainable Development*, 9 (2), 188-202.
- Siqueira, A. O., Priem, R. L., & Parente, R. C. (2015). Demand-side Perspectives in International Business: Themes and Future Directions. *Journal of International Management*, 21 (4), 261-266.
- Siqueira, A. C. O., Mariano, S. R. H., Moraes, J., & Cox, L. W. (2015). Institutional and interpersonal trust and entrepreneurship: insights from relationship banking and microfinance in Brazil. *International Journal of Business and Globalisation*, 14 (1), 58-74.
- Siqueira, A. C. O., Mariano, S. R. H., & Moraes, J. (2014). Supporting innovation ecosystems with microfinance: Evidence from Brazil and implications for social entrepreneurship. *Journal of Social Entrepreneurship*, 5 (3), 318-338.
- Siqueira, A. C. O. & Ramos, D. (2014). Preparing students to address world challenges through international and cross-cultural active learning: A focus on sustainability and social entrepreneurship. *Journal of International Business Education*, 9, 145-166.
- Spangler, W., Sroufe, R., Madia, M., & Singadivakkam, J. (2014). Sustainability-Focused Knowledge Management in a Global Enterprise. *Journal of Computer Information Systems*, 55 (1), 70-82.
- Sroufe, R. & Curkovic, S. (2016). A Literature Review and Taxonomy of Environmentally Responsible Manufacturing. *American Journal of Industrial and Business Management*, 6, 323-346.
- Sroufe, R. P. & Ramos, D. (2015). Leveraging Collaborative, Thematic Problem-based Learning to Integrate Curricula. *Decision Sciences Journal of Innovative Education*, 13 (2), 151-176.
- Sroufe, R. P., Sivasubramaniam, N., Ramos, D., & Saiia, D. (2015). Aligning the PRME: How International Study Nurtures Responsible Leadership. *Journal of Management Education*.
- Sroufe, R. P. & Johnson, G. (2015). Get Involved in Energy Efficiency: Tapping into Supply Management Issues and Trends. *Inside Supply Management*.
- Sroufe, R. P. (2014). Life Cycle Assessment within MBA Courses: A Tool for Integrating Sustainability. *Operations Management Education Review*, 7, 95-117.
- Weber, J. (2015). Discovering the Millennials' Personal Values Orientation: A Comparison to Two Managerial Populations. *Journal of Business Ethics*: published online August 6, 2015.

Weber, J. (2015). Identifying and Assessing Managerial Value Orientations: A Cross-Generational Replication Study of Key Organizational Decision-makers' Values. *Journal of Business Ethics*, 132, 493-504, doi: published online September 16, 2014.

Weber, J. (2014). Investigating and Assessing the Quality of Employee Ethics Training Programs among U.S.-based Global Organizations. *Journal of Business Ethics*, 129 (1), 27-42, doi: published online March 18, 2014.

Weber, J. & Gladstone, J. (2014). Rethinking the Corporate Financial – Social Performance Relationship: Examining the Complex, Multi-stakeholder Notion of Corporate Social Performance. *Business & Society Review*, 119 (3), 297-336.

Yakovlev, P. & Gilson, D. (2015). Public Trust and Press Freedom. *Economics Bulletin*, 35 (1), 214-225.

Yakovlev, P. A. & Steinkopf, T. (2014). Can Economic Freedom Cure Medical Brain Drain? *Journal of Private Enterprise*, 29 (3), 97–117.

Articles in Proceedings

Abboushi, S. (2015). Trans-Pacific Partnership - Commentary. *American Society of Competitiveness*, 13 (1), 6.

Amatucci, F. M., Swartz, E., & Coleman, S. (2016). Still a Man's World? Second Generation Bias in External Equity Term Sheet Negotiations. *United States Association of Small Business & Entrepreneurship*.

Amatucci, F. M. & McKinney, M. (2014). Sustainability and the Business Plan. *Small Business Institute*.

Amatucci, F. M., Swartz, E., & Coleman, S. (2014). Using Digital Social Networks to Explore Term Sheet Negotiation Styles of Women Entrepreneurs. *Academy of Management*.

Amatucci, F. M., Swartz, E., & Coleman, S. (2014). A Mixed Methods Study of Women Entrepreneur Negotiation Styles for Private Equity. *Social Issues in Management Division, Academy of Management*.

Ciletti, D., Dick, R., Greenberg, S., Luchs, R., Ramos, D., Haupt, C. (2014). Stepping Up to the Plate: Considerations of Sustainability in Sport. *North American Society for Sport Management*.

Hartzel, K. S., Gerde, V. W., & Tuneva, D. (2015). E-Government: Support of Administration and Democracy. *Northeastern Association of Business, Economics and Technology*.

Kang, R., Kane, A. A., & Kiesler, S. (2014). Teammate inaccuracy blindness: When information sharing tools hinder collaborative analysis. *Computer Supported Collaborative Work and Social Computing*, New York: Association for Computing Machinery (ACM), 797-806.

Sisaye, S. (2015). Carbon Reporting as an Extension of Sustainability Accounting Rules. In Alan Mackelprang (Ed.) *Decision Sciences Institute (DSI) Annual Meeting*, Houston Texas: Decision Sciences Institute (DSI).

- Sroufe, R. P. (2015). Operationalizing Organizational Sustainability and Integrity of Creation. *Duquesne University President's Inaugural Integrity of Creation Conference*.
- Sroufe, R. P. (2015). Operationalizing Sustainability in Multinational Companies. *Decision Sciences Institute National Conference*.
- Sroufe, R. P. & Gopalakrishna, V. (2015). Mediating Role of Social Sustainability Performance on Reputation. *Decision Sciences Institute National Conference*.
- Sroufe, R. P. & Nirenberg, I. (2014). Sustainable Supply Chain Management: A Literature Review and Social Network Analysis. *Academy of Management*.
- Weber, J. (2015). Discovering the Millennials' Personal Values Orientation: A Comparison to Two Managerial Populations in Craig VaSandt & Anne Barraquier (eds.), Proceedings of the Twenty-sixth Annual Meeting of the International Association for Business and Society, 39-50.
- Weber, J., Kurland, N., Banerjee, B., & Waddock, S. (2015). A Dialogue about Corporate Social Responsibility: Effective Guidance or Rhetorical Tool? in Craig VanSandt & Anne Barraquier (eds.), Proceedings of the Twenty-sixth Annual Meeting of the International Association for Business and Society, 62-71.
- Weber, J. (2014). Three Challenges to the Ethical Work Climate Theoretical Foundation," in Craig Van Sandt and Jamie Hendry (eds.), Proceedings of the Twenty-fifth Annual Meeting of the International Association for Business and Society, 20-26.
- Weber, J. & Derry, R. (2014). Open Mike II: A Forum for Ideas, Concerns, Questions about Teaching, in Craig Van Sandt and Jamie Hendry (eds.), Proceedings of the Twenty-fifth Annual Meeting of the International Association for Business and Society, 339-342.
- Zhou, W. & Liu, Y. (2015). How Can Online Review Manipulation Affect Market Outcome? An Empirical Evaluation. *International Conference on Information Systems Pre-Workshop: Workshop on Information Technologies and Systems*.

Books

- McFarlin, D. B., & Sweeney, P. D. (in preparation). International Organizational Behavior: Transcending Borders and Cultures (2nd Ed.). New York, NY: Routledge.
- Sweeney, P.D. & McFarlin, D. B. (2015). International Management: Strategic Opportunities and Cultural Challenges (5th Ed.). New York, NY: Routledge.
- McFarlin, D. B., & Sweeney, P. D. (2013). International Organizational Behavior: Transcending Borders and Cultures (1st Ed.). New York, NY: Routledge.
- Sroufe, R.P. and Melnyk, S.A. (2013). *Developing Sustainable Supply Chains to Drive Value: Management Insights, Issues, and Tools*. Business Expert Press.

Chapters, Cases, Readings, Supplements

Drake, M. J. & Rhodes, D. (2015). Socially Responsible Supply Chain Management for a Competitive Advantage. In Linda O'Riordan, Piotr Zmuda, and Stefan Heinemann (Eds.), *New Perspectives on Corporate Social Responsibility* (pp. 319-338). Wiesbaden, Germany: Springer Gabler.

Kandrack, R. & Lundberg, G. (2014). On the Influence of Emotion on Decision Making: The Case of Charitable Giving. In W. Pedrycz and P. Guo (Eds.), *Human-Centric Decision-Making Models for Social Sciences*. Springer [B].

Siqueira, A. C. O., Monzoni, M., Mariano, S. R.H., Moraes, J., Branco, P. D., A. M. Coelho, (2014). Innovation ecosystems in Brazil: Promoting social entrepreneurship and sustainability. In L. E. Pate, & C. Wankel (Eds.), *Emerging research directions in social entrepreneurship*. Springer [B].

Siqueira, A. C. O., Moraes, S. R. H., Moraes, J., & Gorse, G. (2014). Creating innovative solutions in microfinance and the role of organizational ingenuity. In B. Honig, J. Lampel, & I. Drori (Eds.), *Handbook of research on organizational ingenuity and creative institutional entrepreneurship*. Edward Elgar [B].

Sisaye, S. (2015). The Functional-Institutional and Consequential-Conflictual Sociological Approaches to Accounting Ethics Education: Integration from Sustainability and Ecological Resources Management Literature. In Emerald Group Publishing Limited (Corporate Author) (Ed.), *New Perspectives in Accounting Ethics* (pp. 1-36). Great Britain, United Kingdom: Emerald Group Publishing Limited.

Sisaye, S. & Birnberg, J. G. (2014). Sociological Approaches to Organizational Learning: Applications to Process Innovations in Management Accounting Systems. *Advances in Management Accounting*. Howard House, Wagon Lane, Bingley BD16 1WA, UK: Emerald Group Publishing Limited.

Sroufe, R. (2016). Operationalizing Organizational Sustainability and Integrity of Creation. Gerard Magill, Kiarash Aramesh (Eds.), *The Urgency of Climate change: Interdisciplinary Perspectives*. Cambridge Scholars Publishing.

Sroufe, R. (2015). Sustainable Supply Chains: *Strategy and Competitiveness in Latin American Markets*, Cheltenham, UK, and Northampton, MA, U.S.A. (pp. 199-218). Edward Elgar Publishing.

Sroufe, R. P. & Ramos, D. (2015). The Un-balanced Sheet: A Call for Integrated Bottom Line Reporting. *New Perspectives on Corporate Social Responsibility* (pp. 249-273). Germany: Springer Fachmedien Wiesbaden.

Sroufe, R. P. (2015). Sustainable Supply Chains. *The Sustainability Frontier: How to Improve Economic, Environmental, and Social Performance in Latin American Companies* (pp. 199-217). Cambridge University Press [A].

Sroufe, R. and Sivasubramaniam, N. "Leadership in Innovative Programs: Integration and Mechanics for Long Term Sustainability Programs." Chapter Forward within the *Handbook on Sustainability in Management Education: In Search of a Multidisciplinary, Innovative, and Integrated Approach through University Leadership, Scholarship and Partnerships*. Editors: Jorge Arevalo and Shelly Mitchell, Edward Elgar Press.

Paper Presentations

Abboushi, S. (2015). *Trans-Pacific Partnership - Commentary*. American Competitiveness Society, DC, Washington.

Chowdhury, J. & Sonaer, G. (2014). *Executive Compensation, Product Market Behavior and Managerial Entrenchment*. Midwest Finance Association Annual Conference, Orlando, Florida.

Ciletti, D., Dick, R., Greenberg, S., Luchs, R., Ramos, D., Haupt, C. (2014). *Stepping Up to the Plate: Considerations of Sustainability in Sport*. North American Society for Sport Management, Pittsburgh, Pennsylvania.

Davies, A. (2015). *The Benefits of Economic Freedom*. Carnegie Mellon University, Pittsburgh, Pennsylvania.

Davlasherdze, M. & Geylani, P. (2015, November). *The Effects of Small Business Administration Disaster Loans on Small Business Survival*. Southern Economic Association, New Orleans, Louisiana.

Kelly, M. & Guiler, J. (2015). *Unpaid Internships: A Siren's Song for Employers in Times of Rising Minimum Wages (Presented as an IBAM requested Pipeline Paper)*. Institute of Behavioral and Applied Management, Pittsburgh, Pennsylvania.

Liebowitz, S. Jay, Gerde, V., & Davies, A. (2015, August). *Employee-oriented management practices and the financial performance of the firm: What causes what?* Academy of Management, Vancouver, Canada-British Columbia.

Mawhinney, J. & Sroufe, R. (2015, January). *Sustainability in Logistics*. Council of Supply Chain Management Professionals - Pittsburgh Chapter Meeting, Pittsburgh, Pennsylvania.

Meuris, J. & Leana, C. (2015). *Economic Scarcity Effects in Organizations: A Behavioral Perspective on Economic Disadvantage and Inequality*. Academy of Management, Vancouver, Unknown.

Miciak, A. R. (2014, November). *Management Education at the Horizon*. ICN Business School Annual Symposium on Management Education, Nancy, France.

Nightingale, J. & Thomas, D. (2016, April). *Developing Curriculum Theory and Application for Dynamics AX*. 2016 DynAA Academic Conference, New Orleans, Louisiana.

Siqueira, A. C. O. & Honig, B. (2015). *Entrepreneurial Ingenuity and Ethics: Inspiring Innovation and Change*. Academy of Management, Vancouver, Canada.

- Siqueira, A. C. O., Mariano, S. R.H., Moraes, J., & Honig, B. (2015). *Envisioning New Social Enterprises: Organizational Ingenuity and Entrepreneurial Autonomy*. Academy of Management, Vancouver, Canada.
- Siqueira, A. C. O., O'Keefe, H., Borgonovi, E., & Welsh, D. H.B. (2015). *Responsible Management and Social Entrepreneurship Education: Governance and Pedagogical Innovation*. Academy of Management, Vancouver, Canada.
- Siqueira, A. C. O., Ramos, D., & Welsh, D. (2014). *Empower assurance of learning through sustainability and social entrepreneurship active learning*. Academy of Management, Philadelphia, Pennsylvania.
- Siqueira, A. C. O., Parente, R. C., & Priem, R. (2014). *International aspects of innovation ecosystems and demand-side perspectives*. Academy of Management, Philadelphia, Pennsylvania.
- Sivasubramaniam, N. & Nagaraj, D. D. (2015). *Corporate Sustainability: A paradox, oxymoron or contradiction?* Indian Academy of Management, New Delhi, India.
- Sivasubramaniam, N. & Dembek, K. (2015). *A thematic review of Bottom-of-the-Pyramid (BoP) literature: Cumulative evidence and future directions*. Indian Academy of Management, New Delhi, India.
- Sivasubramaniam, N., Dembek, K., Sroufe, R., & Marshall, A. (2015). *Reimagining governance as the operating system for a sustainable planet*. Academy of Management, Vancouver, Canada-British Columbia.
- Sivasubramaniam, N., Dembek, K., & Marshall, A. (2014, August). *In search of sustainability metaphors: The power of words to mobilize collective action*. Academy of Management, Philadelphia, Pennsylvania.
- Sivasubramaniam, N., Muthuswamy, S., & Ramaswamy, A. (2014, August). *Building & strengthening research partnerships in India*. Academy of Management, Philadelphia, Pennsylvania.
- Sroufe, R. (2016). Foundations for Supply Chain Sustainability and Developing Sustainable Supply Chains to Deliver Value. Keynote Speaker Sessions, Lund University Supply Chain Forum, Sweden.
- Sroufe, R. (2016). *Value Creation and Sustainability*. Blekinge Tekniska Hogskola (BTH), Karlskron, Sweden.
- Sroufe, R. (2016). *Sustainability and the Integrated Organization*. The International Institute for Industrial Environmental Economics, (iiiee) Lund, Sweden.
- Sroufe, R. (2016). Research Methods: Bleking, Tekniska, Hogskola (BTH), Karlskrona, Sweden.
- Sroufe, R. (2016). *Risk, Resilience and Supply Chain Management – The Next Generation*. The Integrated Sustainability Courses. Production and Operations Management Society.

- Sroufe, R. (2016). *Sustainability in Management Education: Multidisciplinary, Innovative & Integrated Approaches*. Cluster IV: Innovative Programs & Integration-The Mechanics; Academy of Management, Professional Development Workshop.
- Sroufe, R. & Gopalakrishna, V. (2016). *What Difference Does it Make! How Employee Involvement and Employee Development Practices Influence Firm Economic Performance through Social Sustainability Performance?* Decision Sciences Institute National Conference.
- Sroufe, R. (2015). *The Benefits of Sustainability: Business Operations*; Urban Green Growth Collaborative.
- Sroufe, R. (2015). *Operationalizing Sustainability for Integrated Bottom Line Performance*. Decision Sciences Institute National Conference.
- Sroufe, R. (2015). *Operationalizing Sustainability and Integrity of Creation*. Integrity of Creation and Climate Change National Conference.
- Sroufe, R. (2015). *Sustainable Operations*; Center for Green Industries and Sustainable Business Growth.
- Sroufe, R. (2015). *Corporate Sustainability*; Council of Supply Chain Management Professionals.
- Sroufe, R. P. (2015). *Operationalizing Sustainability in Multinational Companies*. Decision Sciences Institute National Conference, Vancouver, Canada-British Columbia.
- Sroufe, R. P. (2015). *Operationalizing Organizational Sustainability and Integrity of Creation*. Duquesne University President's Inaugural Integrity of Creation Conference, Pittsburgh, Pennsylvania.
- Sroufe, R. P. & Gopalakrishna, V. (2015). *Mediating Role of Social Sustainability Performance on Reputation*. Decision Sciences Institute National Conference, Vancouver, Canada-British Columbia.
- Sroufe, R. P. (2015). *Impact Investing*. American Institute of Architects, Pittsburgh, Pennsylvania.
- Sroufe, R. P. & Mawhinney, J. (2015, January). *Corporate Sustainability*. Council of Supply Chain Management Professionals, Pittsburgh, Pennsylvania.
- Sroufe, R. P. & Sivasubramaniam, N. (2014). *Sustainability in Management Education: Multidisciplinary, Innovative & Integrated Approaches*. Academy of Management, Philadelphia, Pennsylvania.
- Sroufe, R. P. & Nirenberg, I. (2014, August). *Sustainable Supply Chain Management: A Literature Review and Social Network Analysis*. Academy of Management, Philadelphia, Pennsylvania.
- Sroufe, R. P. (2014, March). *2030 Challenge and Decision Makers: Achieving 2030 Goals on the Project*. American Institute of Architects, Pittsburgh, Pennsylvania.

Weber, J. (January 2015). *Ethical Leadership*. SPIRIT Emerging Leaders Workshop, Duquesne University, Pittsburgh Pennsylvania.

Weber, J. (March 2015). *Sex Sells! But Is It Ethical?* 2015 Rotary District 7300 Ethics Symposium, Pittsburgh, Pennsylvania.

Weber, J. (March 2015). Doctoral Seminar on Behavioral Business Ethics Research. Virginia Polytechnic Institute and State University's Strategic Management doctoral program, Blacksburg, Virginia.

Weber, J. (October 2015). *Corporate Compliance and Ethics-Trust*. Health Care Compliance Association, Cranberry, Pennsylvania.

Weber, J. (January 2014). *Ethical Leadership*. SPIRIT Emerging Leaders Workshop, Duquesne University, Pittsburgh, Pennsylvania

Weber, J. (March 2014). Health Care Ethics Seminar on Behavioral Business Ethics Research, Healthcare Ethics graduate program, Duquesne University.

Weber, J. (May 2014). *Sex Sells! But Is It Ethical?* 2014 Rotary District 7300 Ethics Symposium, Pittsburgh, Pennsylvania.

Weber, J. (October 2014). *Ethics and Compliance*. Health Care Compliance Association, Cranberry, Pennsylvania.

Weber, J. (2014). *Five Phases of IABS: Phase 2 – Consolidation and Maturity Stage – 1996 to 2002*. International Association for Business and Society, Sydney, Australia.

Zhou, W. & Liu, Y. (2015). *How Can Online Review Manipulation Affect Market Outcome? An Empirical Evaluation*. International Conference on Information Systems Pre-Workshop: Workshop on Information Technologies and Systems, Fort Worth, Texas.

Sabbatical

Sroufe, R. (2016). Faculty Sabbatical: Blekinge Tekniska Hogskola, Karlskrona, Sweden, Masters in Sustainable Leadership towards Sustainability Program, *Visiting Researcher*, Benchmarking PRME signatory programs in Scandinavia, conducting primary research, and writing.

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.

New Advisory Councils

Two newly formed advisory councils are playing an important role in helping guide the Palumbo-Donahue School of Business. Launched in April 2015, the membership of the Business Advisory Council (BAC) and the Investment Center Advisory Council (ICAC) consists of seasoned executives and business leaders. The BAC advises the dean on school-wide strategic directions, reputation-building, marketing and fundraising. The ICAC offers advice and support to faculty and the dean's office about enhancing the Investment Center and associated educational programs in finance in ways that align with the school's strategic directions.

These new councils are operating as 'think tanks,' helping us stay connected to evolving business trends and ensuring we align with those trends as a school and in specific programs. Having outstanding advisory councils is helping us provide a distinctive education in the Spiritan tradition, placing our students in top positions, supporting the work of our faculty, and enhancing our ability to have an impact in the corporate community."

Advisory Council members are alumni and friends of the school who are business executives with impressive credentials and accomplishments in some of the finest companies in the world. They are not only distinguished leaders, but have a demonstrated commitment to the Palumbo-Donahue School of Business and to Duquesne University.



Duquesne University's entrepreneurship students, through a partnership with BlueTree Allied Angels, are gaining innovative hands-on experiences.

This partnership is one of a number of ways the Entrepreneurship program is increasing the engagement and visibility of its students in the Pittsburgh startup ecosystem.

Redesigned Entrepreneurship Program

Prepares Students for Futures Inside Existing Organizations and New Ventures

Launching in the fall of 2016, our redesigned Entrepreneurship program will offer students interested in joining larger corporations, government agencies and nonprofits a foundation in the entrepreneurial mindset. Students will experience what it's like to be a real entrepreneur under the guidance of outstanding faculty and mentors.

Our redesigned Entrepreneurship major includes three world-class experiences for students. In their New Venture Experience, students will work in teams to conceive, launch, run and exit a micro-business for a year with a \$5,000 investment from the school. In their entrepreneurial finance course, majors leverage our partnership with the leading angel group in the region, BlueTree Allied Angels. Our students attend BlueTree meetings and help screen applicants for funding. Best of all, they can now invest real money in some of the most exciting startups in the state. And, in their capstone class, entrepreneurship majors will help struggling entrepreneurs turn their businesses around. We're also launching the Duquesne Micro-Cap Fund thanks to the generosity of several donors. Students will run the Fund out of our Investment Center, giving them the opportunity to invest real money in exciting small companies—and hopefully earning some oversized returns in the process.

BlueTree Allied Angels, which has been operating since 2003, is the leading angel investor group in Pittsburgh. Angel investors, typically high-worth individuals, invest in startup or young companies. The 65 private members of BlueTree have made investments of more than \$27 million in a 40-plus company portfolio process.

MBA Sustainability Consulting Projects and Practicum

Duquesne's MBA Sustainability program enrolls one highly selective cohort per year. Across a three-semester, signature graduate experience, students solve challenges in consulting projects and a practicum, combining rigorous coursework in core business disciplines with opportunities to apply cutting-edge business theories, models and tools to real-life issues. Corporate and nonprofit clients have included Alcoa, Bayer, Heinz, PPG Industries, PNC Bank, Carnegie Museums, Green Building Alliance, Highmark, Phipps Conservatory, UPMC and local government. Over 100 projects have been completed to date.

MBA Sustainability: Recap of 2014-15 and 2015-15 Consulting Clients and Challenges

Fall 2014: Design Thinking Challenge (Fall 2014)

- **PNC:** Identify risks and uncertainties as non-regulated entities (e.g., ApplePay) facilitate transactions and develop scenarios for retail banks to create sustainable value in a global digital economy.

Spring 2015: Sustainability Consulting Projects

- **Circadiance:** Quantify trends and project growth for the adult CPAP mask market by channel and forecast commercial potential for a possible line extension.
- **Class-G:** Conduct an analysis of best practices in sustainability certifications and recommend refinements to the Class-G platform.
- **Conservation Consultants Inc. (CCI):** Analyze product and program management costs and develop a pricing strategy for CCI's portfolio of services.
- **Washington Gas Energy Services:** Evaluate opportunities for leveraging sustainability and renewable energy to expand products and services to new commercial and industrial markets.
- **US Steel:** Identify competitor and customer benchmarks and prepare a best-in-class assessment for the new sustainability director.
- **UPMC:** Evaluate existing report frameworks and recommend a strategy for UPMC to lead the healthcare industry in integrated reporting of social and environmental assets and risks.
- **Idea Foundry:** Evaluate commercial potential of two new technologies to secure corporate funding or partnerships to launch new products and services with social benefits.

Summer 2015: Leading Change Practicum

- **Pennsylvania Environmental Council:** Develop a regional strategy for valuing and leveraging energy-saving "green" building attributes on real estate multi-lists.
- **Huntington Bank:** Evaluate how well Huntington employees bring corporate values to life in their roles and develop program for improvement.
- **Student Conservation Association:** Assess market demand for sustainability fellowships and develop a strategy to increase corporate placements and diversify revenue sources for the program.
- **PNC Bank:** Revamp PNC's "Green Team" program to engage the company's 53,500 employees around its environmental commitment.

- **City of Pittsburgh:** Analyze fleet costs and environmental imprint and develop a policy and purchasing plan for becoming a leader among the nation's cities.
- **Idea Foundry:** Evaluate commercial potential of two new technologies to secure corporate funding or partnerships to launch new products and services with social benefits.

Fall 2016: Design Thinking Challenge (Fall 2016)

- **quasar:** Analyze the desirability, feasibility, and viability of broad-scale conversion of bio-waste to energy in Western Pennsylvania as a clean and useful alternative to current incineration and landfill practices.

Spring 2016: Sustainability Consulting Projects

- **Eat 'n Park/Parkhurst:** Assess consumer interest and market potential for innovative restaurant concepts and evaluate costs and logistics to operate on zero waste, perhaps by turning waste to energy.
- **Green Building Alliance:** Identify existing options and best practices for financing construction and recommend new strategies and mechanisms to fund health, high performing new construction and renovation.
- **Phipps Conservatory:** Identify potential sites and recommend concepts and an action plan for turning regional eyesores into green urban landmarks that improve social and economic outlook for communities.

Summer 2016: Leading Change Practicum

- **City of Pittsburgh:** Improve efficiency and effectiveness of 311 center through training, coaching and application of new technologies.
- **Renerge:** Evaluate desirability, feasibility and viability of potential partners and markets to pilot a new clean energy technology.
- **Idea Foundry:** Evaluate commercial potential of a new technology and develop a launch plan for a social entrepreneur.
- **Pennsylvania Environmental Council:** Assess economic potential of an alternative approach to reclaiming abandoned mine land by developing scenarios for attracting new industries that could be served by regional workforce and resources.

MBA Alumni Recognized for Sustainability Efforts

At its Alumni Excellence Awards ceremony, the Palumbo-Donahue School of Business recognized outstanding MBA Sustainability alumni. Alumni of the program nominated outstanding peers in the three foundations of the MBA Sustainability program: financial, social and environmental. They also recognized an alumnus for leadership. The winners were Erika Huyett Mau of Havertown, Pa.; Laura Eloyan of Wildwood, N.J.; Jason Wirick of Mechanicsburg, Pa.; and Drew Lessard of Pittsburgh. Their accomplishments:

- **Erika Huyett Mau, Class of '11, Financial Bottom Line Award**
Erika is the corporate manager of sustainability for SKF USA. Her achievements include compliance and sustainability initiatives at more than 30 industrial facilities, and the implementation of ISO 50001 certification for eight energy-intensive facilities while targeting annual reduction of 3,000,000 kilowatt hours. She is also responsible for meeting corporate goals of a 5 percent energy reduction year over year, a 50 percent reduction of volatile organic compounds and 100 percent recycling of industrial wastes.
- **Laura Eloyan, Class of '10, Social Bottom Line Award**
Laura is a public health analyst for the Centers for Disease Control. She spent time at ground zero analyzing the Ebola outbreak.
- **Jason Wirick, Class of '10, Environmental Bottom Line Award**
Jason is a personal and professional advocate to further the environmental bottom line through his work as director of facilities and sustainability at Phipps Conservatory and Botanical Gardens. He is responsible for managing Phipps' waste management and water usage programs. Approximately 76 percent of Phipps' waste is composted and the water-saving strategies have reduced water use by 42 percent from 2012-14.
- **Drew Lessard, Class of '10, Recognition of Leadership, Dedication and Service**
Drew is the head of business development and sales for the Pittsburgh-based startup Collected. He is the treasurer of the board of directors for Venture Outdoors.

Global Group Selects MBA Sustainability as Innovation Finalist

Duquesne's MBA Sustainability was selected as an international finalist for a 2015 Innovation Award from the [MBA Roundtable](#), a global group of 160 business schools collaborating to advance curricular innovation in MBA education. Our integrated approach to cross-functional team teaching and research has encouraged students to link theory and practice in solving real-world challenges. In this action-learning curriculum, students apply learning from concurrently taught core courses and, across three semesters, provide problem-solving consultations for multi-national corporations, regional businesses, nonprofits and government organizations.

Small Business Development Center (SBDC)

Duquesne's Small Business Development Center, as part of the School of Business, offers environmental consulting services related to eMAP, energy, compliance, and renewable energy. Visit website: <http://www.sbdc.duq.edu/>

Center for International Regulatory Assistance (CITRA)

Duquesne's Center for International Regulatory Assistance (CITRA) helps companies comply with regulatory requirements applicable to their products and chemical substances for CE marking, WEEE, RoHS, REACH and US Conflict Minerals. Visit website: <http://www.duq.edu/about/centers-and-institutes/international-regulatory-assistance>

Pittsburgh's 100 Resilient Cities Project

Business School faculty and students are part of Pittsburgh's 100 Resilient Cities project, Pittsburgh's Eco-Innovation Initiative and the Uptown Redevelopment Initiative. 100 Resilient Cities—Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century.

Top 10 Graduate Program for Environmental Sustainability

Duquesne's MBA Sustainability program was selected by a Certified B-Corporation—one of the most widely read websites on ethical, sustainable and profitable business, with more than 450,000 unique monthly readers—as one of the [Top 10 Graduate Programs for Environmental Sustainability](#).

Invited Sustainability Speakers

Invited speakers from the Green Building Alliance, James Construction, Burns and Scalo Solar, Phipps, Circadia, BNY Mellon, JC Penny, and Carnegie Mellon University addressed topics involving LEED, solar installations, Integrated Bottom Line (IBL) analysis, and business plan development.

PRINCIPLE 6 - Dialogue

We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Presidential Conference on the Integrity of Creation

The conference, commissioned by Duquesne President Dr. Charles J. Dougherty, is an endowed academic event that celebrates the Spiritan mission of Duquesne University. The conference is interdisciplinary in the sense that presenters and participants from different disciplines are invited to engage each other in civil discourse on the conference topic. The 2016 conference in this scholarly series on the Integrity of Creation focused on *Protecting our Common Home*, reflecting Pope Francis' appeal to all people to meet "the urgent challenge to protect our common home" (*Laudato Si'*, number 13). Various scientific contributions & religious perspectives were explored along with a wide range of topics, such as the planetary common good, ecological interdependence, the future of the earth and navigating the Anthropocene (referring to human activity as making a significant impact on Earth's geology and ecosystems). This interdisciplinary, academic conference occurs each year to provide a scholarly forum for exploring a topic related to the general theme of the Integrity of Creation.

Sustainable Pittsburgh's Power of 32

Power of 32 is a regional visioning project and collaborative initiative to leverage our potential and compete as a region to increase our financial, political and intellectual power. By bridging borders and recognizing our shared challenges and opportunities, we are committed to improving the future of 32+ counties in Maryland, Pennsylvania, Ohio and West Virginia. The School of Business supports Sustainable Pittsburgh's Power of 32 efforts to develop an energy plan across four states.

Environmental Author, Strategist Spoke at MBA Sustainability Graduation

Thirty members of the MBA Sustainability program were inspired at their graduation ceremony by globe-trotting environmentalist Paula DiPerna. One of the most respected strategic global environmental and philanthropic policy advisors and writers in her field, DiPerna was the keynote speaker at the diploma ceremony in July 2015. A leader of many notable organizations, DiPerna has guided the international division of the Chicago Climate Exchange, the Joyce Foundation and the Cousteau Society. An explorer, frequent public speaker and academic panelist, DiPerna also is a guest lecturer and teacher. As a strategic global environmental advisor to the CDP (formerly known as the Carbon Disclosure Project) and other leading sustainability organizations, she shared first-hand information on carbon pricing, finance and investing, while also connecting our students and MBA Sustainability program to global organizations actively reimagining the future of business management.

Clorox Captures Duquesne's Green to Gold Award

The annual Green to Gold award, presented by the School of Business for excellence across social, environmental and economic performance indicators, was given this year to the Clorox Co. Because of efforts to simultaneously improve performance while minimizing the company's greenhouse gas emissions footprint, Alexis Limberakis, Director of Environmental Sustainability at The Clorox Co., accepted the award virtually on April 24, 2015. To achieve this year's honor, Clorox outperformed other publicly traded U.S. companies with a commitment to sustainability. MBA Sustainability research fellows Brandon Martin and Phil Venanzi conducted the analysis with oversight by faculty and confirmation by Daniel Esty and Andrew Winston, authors of the popular *Green to Gold* book. The research showed that Clorox stood out from other finalists by consistently delivering shareholder value and facilitating positive change in social and environmental impacts. The company exhibited an overall cohesive approach to sustainability, effectively aligning core business strategies with corporate responsibility initiatives.

Duquesne Receives \$2M Alternative and Clean Energy Funding

A \$2 million grant through Pennsylvania's Alternative and Clean Energy (ACE) program helped Duquesne upgrade its Energy Center, which generates the bulk of electricity for campus with a clean-burning, natural gas turbine generator. This marks the largest state grant that Duquesne has ever received. (May 2015)

Evergreen Duquesne: Again the A-10 Conference Green Power Champ

Duquesne University was again the leader in the College and University Green Power Challenge for the Atlantic 10 Conference in the 2015-2016 academic year. The U.S. Environmental Protection Agency (EPA) Green Power Partnership tracks the collegiate athletic conferences with the highest combined green power usage in the nation. Duquesne uses more electricity from clean, renewable sources than any other school in the Atlantic 10 Conference. With about 18 million kilowatt-hours of wind power, Duquesne's green power usage is nearly twice that of the nearest competitor. This green power accounts for about 36 percent of Duquesne's total electricity usage.

Center for Green Industries Recognizes Local Firm with Sustainability Award

Duquesne's Center for Green Industries and Sustainable Business Growth awarded a local architecture and engineering firm the 2016 Pennsylvania Sustainable Small Business Award at the Sustainability Business Breakfast held on Earth Day, April 22, 2016. AE Works of Pittsburgh was selected from several qualified applicants because of accomplishments in operational practices, social responsibility and a mindset as a leader in sustainability.

Duquesne's Green Center Offers Program for Restaurants

Duquesne's Center for Green Industries and Sustainable Business Growth hosted restaurateurs, food service workers, farmers and suppliers at an educational and networking seminar emphasizing sustainable and environmentally friendly practices in July 2015. The seminar, *Restaurant Recipes for Success*, was held on campus. Attendees had the opportunity to learn from industry experts from single-location and chain-restaurant levels. Additionally, they heard about Sustainable Pittsburgh's up and coming Sustainable Restaurant Designation program. Speakers from Eat'n Park Hospitality Group, Bella Sera, Sustainable Pittsburgh and LeanPath provided insights into consumer and dietary trends, resource efficient restaurant technologies, sourcing and sustainability and waste reduction strategies.

Water Management Certification Program

The Center for Green Industries and Sustainable Business Growth, in conjunction with the Association of Energy Engineers, hosted a water management program implementing strategies to reduce water usage, lower costs and increase sustainability in June 2016. The two-day program welcomed leaders of many backgrounds, responsibilities and levels of expertise who all shared a goal of increased water efficiency. The program included preparation for the association's Certified Water Efficiency Professional Exam.



Dean B. McFarlin, Ph.D.

**Dean and Professor of Management
Palumbo ▪ Donahue School of Business**

**600 Forbes Avenue
Pittsburgh, PA 15282
412.396.2554
mcfarlind@duq.edu**