



**School of Business**

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PRME Steering Committee  
c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office 801 2nd  
Avenue, 2nd Floor  
New York, New York 10017  
January 30, 2016

Dear Jonas:

Good to see you last week in Budapest and a pleasure to talk with you and your staff. I enjoyed the round table discussion at EFMD that highlighted what many of our European colleagues and schools are doing. I also appreciated the candid conversations around the challenges in thinking through how to engage with our many stakeholders in these initiatives.

Attached is our annual PRME report. Professor Greg Unruh, who you know well, has been very helpful in moving this initiative forward at Mason.

I look forward to seeing you at future meetings.

Sincerely,

Sarah Nutter  
Dean, School of Business



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George Mason University  
School of Business

**PRME Sharing Information on Progress Report  
2013-2014**



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George Mason University School of Business  
PRME Sharing Information on Progress Report  
2013-2014

We are pleased to submit our Sharing Information on Progress Report for 2013-2014.

The school is committed to continuing to seek ways to include and enlarge our mechanisms to educate and engage our students and faculty to create a more just, free and prosperous world.

Sarah Nutter  
Dean, School of Business

## George Mason University– Overview

On July 1, 2012, George Mason University President Angel Cabrera committed the school to support the UN Global Compact to promote environment, labor, human rights and anti-corruption as a means to promote sustainable development globally. The University's mission reflects the broad outline of these goals and provides a foundation for the School of Business' efforts.

### Mission

#### A University for the World

George Mason University is a public comprehensive research university established by the Commonwealth of Virginia in the National Capital Region. We are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

The recent visioning process for the university reaffirmed our commitment to freedom and learning, foundational concepts incorporated in Mason's seal and now formally adopted as the university's motto. Core characteristics are encapsulated in the Mason idea—innovative, diverse, entrepreneurial, accessible—reminding us that we are committed to being a university for the world, drawn together to work across cultures, bringing new perspectives and solutions to the world's most pressing problems, and preparing students to navigate in it.

### About Mason

Mason is a distributed university with locations in Fairfax, Arlington, Prince William, and Loudoun counties. Seventy-five undergraduate programs and 123 graduate and professional programs are delivered face-to-face and through distance education. Programs in management, law, the arts, and writing have received national and international attention.

Mason is setting the gold standard for the modern public university. Our dynamic culture and innovative academic programs prepare hard-working students for 21st-century careers. Our commitment to teaching excellence combines with cutting-edge research that enriches the academic experience and is literally changing the world. Mason is affordable, yet offers high value. Ideally located in the National Capital Region, students enjoy rich cultural experiences and access to the most sought-after internships and employers in the country.

## George Mason University School of Business– Overview

The School of Business creates career-ready business graduates through rigorous, stimulating business programs based on a global perspective, industry demand, and leadership. Dedicated to excellence in teaching and research, we prepare the next generation of business leaders through a range of innovative academic degree programs, executive education programs, and international alliances.

The School of Business is fully engaged with the regional business community, graduating highly qualified business students, producing research that informs business policy and operations, and providing venues for the region's business leaders to work with our students in the classroom and to learn from each other. Business leaders and organizations are actively engaged through executive education programs, speaker engagements, classroom lectures, case competitions, internships, and career placement.

Located just outside Washington, D.C., at the intersection of global business and global politics, the School of Business's commitment to the region balances well with the global focus of our programs and diversity of our student body. George Mason University has received national recognition for the multicultural and international diversity of its student population, with students representing over 130 countries and all 50 states. This diversity at the university level is clearly reflected in both the School of Business student body and faculty.

The School of Business enrolls more than 3,500 undergraduate students pursuing majors in accounting, finance, management, marketing, or information systems and operations management. More than 450 graduate students are enrolled in the Mason MBA, Executive MBA, MS in Management, MS in Accounting, MS in Real Estate Development, MS in Technology Management, and MS in Management of Secure Information Systems. We also offer executive education and certificate programs to equip business leaders to meet the demands of today's complex global economy.

## George Mason University & PRME

On July 1, 2012, Mason President Cabrera committed Mason to support the UN Global Compact. In February of 2014, the Dean of George Mason University's School of Business subscribed the school to PRME. The following report is our first Sharing Information on Progress Report and provides information on the 2014-2016 time period. The report is organized into sections based on the six PRME principles as stated below:

- Principle 1: Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
- Principle 2: Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
- Principle 3: Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- Principle 4: Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.
- Principle 5: Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
- Principle 6: Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## PRINCIPLE 1: PURPOSE

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

Our approach to purpose is captured in the School of Business Mission Statement, which states:

*The mission of the School of Business is to prepare a diverse student body to succeed in a global business environment. Through the faculty's creation and dissemination of business knowledge, practice, and pedagogy, we enable our students to develop analytical and communication skills and to practice ethical business behavior.*

Mason is located in one of the most socially diverse regions of the country and thus the school has a strong emphasis on providing access to all students, a purpose emphasized in the university's strategic plan. This commitment to diversity is manifest in several ways. The school is strengthening existing pathways and creating new opportunities for access so that students—regardless of location or resources— may pursue a business degree and become generators of sustainable value. As part of this effort, we are optimizing collaborations with Virginia community colleges, a common entry path for first generation students, and strengthening pathways for international students via our commitment to Mason Korea, and expanding global partnerships. Furthermore, we are creating online offerings in high-demand disciplines to extend our reach to students who cannot attend class at one of our campuses and are developing philanthropic support for student scholarships to ensure students have the resources they need.

George Mason has also dedicated itself to becoming a model well-being university that allows all of its members to thrive. The School of Business participates in the university-wide Center for the Advancement of Well-Being to develop well-being assessment, practices and learning opportunities. We also support the development of curricular and co-curricular programs that help students achieve well-being outcomes. Well-being can be seen as an important part of sustainable value creation, ensuring that social well-being is maximized through commercial endeavors.

The School also provides opportunities to students through the Dean's Business Plan Competition. This annual event offers student and recent alumni the opportunity to gain first hand value creation experience through activities such as opportunity identification, team formation, idea validation, customer and product development, business model innovation, and communications and presentation skills. The competition welcomes ventures and organizations in all industries and sectors, including social ventures and non-profits. Every year, one team is selected to receive the Social Impact Award, highlighting the plan that most convincingly demonstrates the creation of long-term sustainable value.

## 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.

The School of Business works to incorporate the values of social responsibility into our curricula in both our undergraduate and graduate programs. Below are exemplary course offerings that illustrate our commitment.

### UNDERGRADUATE OFFERINGS

#### BUS 100 - Business and Society

Provides students with a foundation for understanding the role of business in society by exploring the nature and history of business enterprise, the social context of business, and the interaction of individuals with business by selecting current events in business and analyzing the content as well as the impact of the reported activities.

#### BUS 200 - Global Environment of Business

As world becomes increasingly connected, business serves as core institution that mediates relations between individuals across national boundaries. Provides overview of global environment of business through study of political economy, international institutions and international trade theories, and global conflicts and cooperation around issues (natural resources, labor, human rights, distribution of income, and the environment).

#### BULE 302 - Legal Environment of Business

Survey of the legal environment of business, emphasizing legal concepts and legal reasoning to prepare students to recognize legal problems and formulate appropriate responses. Topics include the federal and state court systems, constitutional and administrative law, business torts and crimes, contracts and business ethics.

#### MGMT 412 - Diversity in Organizations

Emphasizing intrapersonal, interpersonal, organizational, and societal phenomena relevant to issues of diversity. Examines phenomena and processes in general and with regard to specific dimensions such as gender, race, and ability. Designed to increase students' knowledge of diversity in organizations, understanding others' perspectives, and ability to work well with people who differ from themselves.

#### MGMT 461 - Cross Cultural and Global Management

Explores theory and practice of managing culturally diverse organizations in domestic and international contexts. Topics include management customs and practices in different world regions, cross-cultural communication and learning, and the developing culturally and internationally sophisticated employees and managers.

#### MKTG 455 - Ethnic and Multicultural Marketing

Ethnic and Multicultural Marketing examines the critical marketing issues and opportunities that have arisen with the changing U.S. demographics. The focus is domestic markets. The growth in minority populations indicates a need for specialized approaches for the entire marketing mix. Segmentation can be powerful when considering non-mainstream markets if the marketer understands and capitalizes on the different approaches cultural and ethnic groups use as consumers.

## GRADUATE OFFERINGS

In addition to the specialized graduate courses, the School of Business uses a teaching model on ethics and sustainability developed by our faculty that serves as the foundation for teaching ethics across the curriculum in our graduate programs. In addition to these core elements, several specialized courses are also part of the curriculum, as listed below.

### MBA 742 - Corporate Governance and Ethics

Focuses on developing understanding of corporate governance issues and ethical decision-making. Topics include examination of internal and external and international governance issues, and ethical analysis in current business environment.

### MBA 797 - Special Topics in Business

This course title has covered diverse topics including the recent addition of sustainability management for a global economy.

## GLOBAL RESIDENCY

A special required course in several of our graduate programs is the week-long international study tour known as the Global Residency. The residency is offered in the final semester of the program. While venues change with the world economy, past residencies include Taiwan, Thailand, India, Japan, Sweden, Belgium, England, Ireland, Tunisia, Czech Republic, Germany, Korea, Taiwan, Brazil and Argentina. Students meet business and government leaders, participate in seminars, and visit sites of local or multi-national companies. Examples of past residencies are presented below.

### 2013 Global Residencies

Cities: Sao Paulo and Rio de Janeiro, Brazil

Dates: January 13-18, 2013

Cities: Warsaw and Prague, Poland

Dates: May 19-25, 2013

Cities: Beijing and Shanghai, China

Dates: May 20-29, 2013



### PRINCIPLE 3: METHOD

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



Several initiatives are involved in developing learning experience that foster the acquisition of responsible leadership skills. The Mason Innovation Lab, for example, serves as a crucial node in Mason's innovation eco-system. The lab provides physical space, a community and a process that serves to support and accelerate teams of Mason innovators and entrepreneurs. While the Lab is managed by the School of Business, its programming is available to innovators and entrepreneurs from all of Mason's colleges and schools. Many of the projects mentored have social or environmental value creation as a core element of the innovation effort.

The School's Investor Protection and Corporate Fraud Research Center provides thought leadership on investor protection and fraud risk by sponsoring, conducting, and disseminating research in these areas. The center focuses on investor protection activities such as the role of corporate governance, the role of auditors, insider trading, management disclosures, and the legal and regulatory environment of business.

In the school's operational functions, responsible leadership is also developed. For example, the School's Academic and Career Services Office was designated "Green Office Certified" by George Mason University's Office of Sustainability in recognition of its efforts to minimize the environmental impacts of its operations. Office of Sustainability created the Green Office Program as a certification process to recognize offices on Mason's campuses that are actively reducing their environmental footprint.

#### 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.

Many of the School of Business faculty engages in research that seeks to understand the social and environmental implications of global business activity. Relevant research projects and publications produced during the reporting time period are presented below. The publications have been subdivided and are classified as either socially or environmentally focused.

#### SOCIAL FOCUS

- Barsade, Sigal G., and Olivia A. O'Neill. "What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in a long-term care setting." *Administrative Science Quarterly* (2014): 0001839214538636.
- Hinds, Pamela J., Tsedal B. Neeley, and Catherine Durnell Cramton. "Language as a lightning rod: Power contests, emotion regulation, and subgroup dynamics in global teams." *Journal of International Business Studies* 45.5 (2013): 536-561.
- Hinds, Pamela J., and Catherine Durnell Cramton. "Situated Coworker Familiarity: How Site Visits Transform Relationships Among Distributed Workers." *Organization Science* 25.3 (2013): 794-814.
- Holtom, Brooks C., Edward J. Inderrieden, and David A. Kravitz. "The Advantages of High-Prestige MBA Degrees and Placement Centers for Compensation Growth of African Americans." *Journal of Managerial Issues* 26.1 (2014): 7.

#### Environmental Issues

- Ba, S., Lisic, L. L., Liu, Q., & Stallaert, J. (2013). Stock market reaction to green vehicle innovation. *Production and Operations Management*, 22(4), 976-990.
- Naor, Michael, Cheryl T. Druehl, et al. "Overcoming barriers to adoption of environmentally-friendly innovations through design and strategy: Learning from the failure of an electric vehicle infrastructure firm." *International Journal of Operations & Production Management* 35.1 (2015): 26-59.
- Raz, Gal, Cheryl T. Druehl, and Vered Blass. "Design for the Environment: Life - Cycle Approach Using a Newsvendor Model." *Production and Operations Management* 22.4 (2013): 940-957.



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## 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.

Partnerships established by the School of Business include both external and internal relations. The school reaches out to local and regional corporate managers and firms to engage them directly with our students and faculty. The School also maintains several internal collaborations that cross-disciplinary boundaries. These partnerships provide our students to access to specialized knowledge and relationships with experts and professionals in the areas of social and environmental responsibility. They also allow us to provide business expertise and perspectives to these respective constituencies. More information on these partnerships is provided below.

### EXTERNAL PARTNERSHIPS

Contributing to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement is an important component of the George Mason University vision. The School of Business supports this overall goal and also develops partnerships to expand and strengthen community engagements with regional players. Recent initiatives have begun to connect the School more closely with regional organizations, such as the Chambers of Commerce and Northern Virginia Technology Council, in order develop programs and offerings that enrich our communities

The school also partners with a number of area corporations. Our partners receive enhanced recruiting and marketing opportunities while achieving corporate social responsibility goals by contributing to a non-profit, higher education organization. Partnership areas often include:

- Student Club Activities
- Career Activities
- Customized Executive Education
- Research Collaborations

Partners are crucial players in maintaining our high academic and professional standards. Corporate partnerships help attract opportunities and expertise for our students and faculty. Recent partnerships include:

- Case Competition Underwriting – USPS, United Bank, First Virginia Community Bank, The Business Bank
- Dean’s Excellence Fund Support – ExxonMobil
- Teaching Fellowship Creation – Goldman and Company
- Curriculum Collaboration – Lockheed Martin

- Research Cooperative – Federal Agencies
- Seed funding for a Center Real Estate Entrepreneurship – Deloitte
- Seed funding for a Fraud Prevention Center – KPMG
- Executive Education Alliances – Cisco, Northrop Grumman
- Term Faculty Fellowship – Grant Thornton<sup>[OBJ]</sup>

The Mason Innovation Lab has also established a number of important relationships with local corporations and associations. These include:

- 4CEO
- The Community Foundation for Northern Virginia
- FedBid
- IBM
- Knowledge Consulting Group

## INTERNAL PARTNERSHIPS

Collaborations within the University community are an excellent way to connect the School to important constituents that can benefit from our business and management expertise. They also bring in important knowledge and relationships with their partners, thus expanding our impact and educational opportunities especially in technical areas related to social or environmental management. For example, the School has an ongoing relationship with the Department of Civil, Environmental and Infrastructure Engineering (CEIE) and the Department of Environmental Science & Policy (EVPP) to provide specialized learning opportunities for our students as well as exchanges amongst our faculties. The courses listed below are examples of these opportunities.

### CEIE 501 - Sustainable Development

Introduction to sustainability concepts and terminology including the development and use of sustainability indices. Exploration of sustainability tools and frameworks such as the Leadership in Energy and Environmental Design (LEED) Green Building Rating System, American Institute of Architects Sustainable Design Resources Guide, and the Natural Step (TNS) Framework. Methods for evaluation of sustainable sites, water/energy efficiency, sustainable materials and resources, and indoor air quality are presented.

### CEIE 550 - Environmental Engineering Systems

Introduces systems analysis in environmental engineering. Applies linear and dynamic programming, computer modeling, and other systems analysis methodologies to solve environmental engineering problems related to air, soil, and water pollution. Reviews experimental design approaches for the characterization of environmental sites

### CEIE 556 - Environmental Law

Introductory course in the study of environmental laws as they pertain to urban systems infrastructure management. Reviews the National Environmental Policy Act, Clean Air Act,

Clean Water Act, Safe Drinking Water Act, Resource Conservation and Recovery Act, Comprehensive Environmental Response, Compensation, and Liability Act, and other environmentally related legislation. Also reviews laws for allocation of surface and groundwater supplies, and reviews environmental law databases.

#### EVPP 638 - Corporate Environmental Management and Policy

Provides understanding of how environmental issues interact with business strategy decisions. Emphasizes learning about proactive win-win environmental management strategies being implemented by world's leading firms, and shows how government policies and regulations can be designed to simultaneously promote higher environmental protection and competitiveness. Combines mini lectures, participatory discussions.

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PRINCIPLE 6: DIALOGUE

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

The School of Business encourages dialogue about critical social issues related to management. One vehicle to foster this engagement among important constituents is through our Brown & Brown Distinguished Speaker Series. Past Speakers of spoken about ethics, corporate malfeasance and responsible leadership. A list of guests that participated in the program during the reporting period is presented below:

- Sherron Watkins  
Enron Whistleblower  
Former Vice President of Enron Corporation
- Aneesh Chopra  
Former U.S. Chief Technology Officer
- Kellie Goldstein  
Chief Financial Officer, Travel Channel
- Teresa Carlson  
Vice President Global Public Sector, Amazon Web Services
- Stephen Moore  
Chief Economist, The Heritage Foundation
- Dr. John Hillen  
Former President & CEO, Sotera Defense Solutions, Inc.
- Jim C. Dinegar, CAE  
President & CEO, Greater Washington Board of Trade
- Mike Daniels  
Former Chairman, Network Solutions, Inc.
- Gary Perlin  
Former CFO, Capital One Bank
- Scott Raso  
Enterprise Risk Services Director, Deloitte & Touche LLP

In addition to guest exchanges, our Executive Education programs bring in managers from local companies to engage and share with our faculty and often students in our programs. Companies participating in our executive education events have included General Dynamics, Oracle, Time Warner Cable, and Navy Federal Credit Union.

## Moving Forward

The School of Business is dedicated to serving as a hub of activity for entrepreneurship and innovation activities that create sustainable value. We will also continue to emphasize experiential and global student learning, while bolstering our continuing and professional education programs within George Mason University. We will continue to leverage our location to establish collaborative partnerships with the governmental and security sectors that are vital to the region. Through our continued activities we are committed to pursuing the principles of responsible business education.