

PRME Sharing Information on Progress Report

2015-2017

QUESTROM SCHOOL OF BUSINESS 2016-2017

DEGREE OFFERINGS

BS IN BUSINESS ADMINISTRATION

FULL-TIME MBA

- HEALTH SECTOR MBA
- PUBLIC & NONPROFIT MBA

MBA+ MS IN DIGITAL INNOVATION

PROFESSIONAL EVENING MBA

MS IN MATHEMATICAL FINANCE

MS IN MANAGEMENT STUDIES

PhD (MANAGEMENT, MATH FINANCE)

EXECUTIVE MBA

ENROLLMENTS

UNDERGRADUATE	2,613
FULL-TIME MBA	303
PROFESSIONAL EVENING MBA	642
EXECUTIVE MBA	27
MS MATHEMATICAL FINANCE	200
MS MANAGEMENT STUDIES	32
PhD	54
TOTAL	3,871

FACULTY

159
FULL-TIME

26%
INTERNATIONAL
(OF FULL-TIME FACULTY)

35%
WOMEN
(OF FULL-TIME FACULTY)

THE QUESTROMS



When you dare to think big, big things happen, like receiving a record-breaking gift from retail icons **Allen ('64, Hon.'15)** and **Kelli (Hon.'15) Questrom**. They're a couple that embodies the integrity and savvy our School strives to cultivate. We gave Allen his start. On March, 30, 2015, he gave us his name.

GLOBAL NETWORK

50,000+
ALUMNI LOCATED IN

147
COUNTRIES AROUND
THE WORLD

STUDENT EMPLOYMENT

LAST YEAR, THE CLASS OF 2016 WAS:

95% EMPLOYED **\$56,921**
MEAN BASE SALARY
6 months following graduation

AND OUR FULL-TIME MBA:

92% EMPLOYED **\$100,820**
MEAN BASE SALARY
3 months following graduation

INNOVATION THAT REDEFINES.

THE INSTITUTE FOR HEALTH SYSTEM INNOVATION & POLICY develops solutions that address the critical challenges of health and healthcare, here in the United States and globally. This university-wide organization strives to change the world of healthcare through innovation and integration.

THE SUSILO INSTITUTE FOR ETHICS IN THE GLOBAL ECONOMY, Questrom's first permanently endowed institute, ensures that students and business leaders have the information and tools they need to make responsible, ethical decisions for themselves and their organizations.

THE INSTITUTE FOR SUSTAINABLE ENERGY is BU's "think and do" tank focused on bringing together world-class academic, regulatory, and industry resources to address important global economic, social, and technological challenges.

THE BUZZ LAB is BU's hub for entrepreneurship, providing a dynamic workspace and home for some of the most cutting-edge ideas on campus. It accelerates new ventures from BU students and alumni, and acts as a gateway for internship, educational, experiential, and networking opportunities.

We are pleased to submit our Sharing Information on Progress Report for 2015-2017. As the following report illustrates, it continues to be an exciting time at the Questrom School of Business. Much has happened in the past two years that reminds us of our commitment to strengthening the principles championed by PRME. Two key examples of this are the establishment of the Harry Susilo Institute for Ethics in the Global Economy in 2015 at the Questrom School of Business and the establishment of the Institute for Sustainable Energy in 2016, a University-wide Institute administered by Questrom.

In all that we do – in and out of the classroom - we at Questrom aim to *Create Value for the World*, and are forging ahead with social responsibility as a cornerstone of our learning community. This would not be possible without the dedication of our students, faculty and staff who are instrumental in infusing the principles of responsible management in our teaching, research and community involvement. It is their energy, initiative and insight that are propelling the school forward in this important area of sustainable business.

Kenneth W. Freeman,
Allen Questrom Professor and Dean, Boston University Questrom School of Business

Boston University Questrom School of Business – Mission, Vision and Values

Mission

We prepare innovative and ethical leaders who understand the impact of business on society and create value for the world. Our students comprehend organizational systems, the vital role of leadership, and the forces transforming the global economy. We generate scholarly knowledge and insights that advance management practice through our research, teaching and community engagement.

Vision

Creating Value for the World

Our Business Creed

From its earliest years, Boston University's College of Business Administration, now the Questrom School of Business thanks to a generous naming gift from Allen and Kelli Questrom, has followed a code of ethics conceived by our founding dean, Everett W. Lord. Written in the language of its time, this code remains the core of our educational mission.

- We believe
- In **TRUTH**, the only foundation of success:
- In **SERVICE**, the motive of business:
- In the **GOLDEN RULE**, the unchanging standard of conduct:
- In the consciousness of **SERVICE PERFORMED**, the sufficient reward of endeavor.

Everett W. Lord, Dean, 1913–1941

Boston University & PRME

Boston University Questrom School of Business was proud to join PRME in the spring of 2009. As a member of a global network of similarly committed institutions, the School committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions.

The following report provides highlights since our last report in early 2015. The report first summarizes two major developments at Questrom and Boston University: the establishment of the Harry Susilo Institute for Ethics in a Global Economy and the Boston University Institute for Sustainable Energy. The remainder of the report is organized by the six PRME principles and highlights progress in a range of different areas, concluding with ideas for future directions.

The Harry Susilo Institute for Ethics in the Global Economy

Established in 2015, thanks to a generous endowment perpetuity from BU alumni parents and Indonesian businessman Harry Susilo, the Susilo Institute develops ethical capacity in today's and tomorrow's global business decision-makers to lead with integrity, inspire courage through action, and to use their voices boldly to impact their organizations and the world. It will activate this mission in the context of cross-

cultural relationships, with a focus at its inception on understanding, appreciating and learning from both Eastern and Western perspectives. As the Questrom School's first permanently endowed institute, the Susilo Institute is distinct in its locus at the intersection of ethics, economics and global culture. Its dedication to committed engagement, informed dialogue and impassioned debate surrounding today's most pressing issues in global ethics and the economy ensures that both Questrom students and business leaders have the information and tools necessary to make the most strategic, effective and responsible decisions for themselves and their organizations.

The Susilo Institute achieves its mission by:

- Supporting, disseminating and showcasing Questrom scholarly work of the highest quality, specifically with a focus on global and / or cross-cultural ethics;
- Creating and distributing innovative and transformational global business ethics pedagogy to ensure that the integration of ethics into the curriculum is a seamless effort; and
- Inspiring Questrom students and today's business leaders through provocative and challenging events and thought leadership on and around these issues.

The global focus of the Susilo Institute in its inaugural orientation is on cross-cultural business practices between and among Western and Eastern cultures. To facilitate its work in this arena, the Susilo Institute has established the Academic Collaboration Network (ACN), a unique global faculty community designed to advance business ethics research, teaching and practice, and hosts an annual symposium. The Institute has also established a fellowship program for Questrom faculty and doctoral students to support projects that incorporate ethical frameworks into their research or pedagogy. The institute ultimately aims to be a positive influence on both the academic environment and on the larger global economy. "If we want a sustainable business environment, then we must establish a virtuous cycle in business ethics," says Susilo.

Boston University Institute for Sustainable Energy

Established in 2016, the Boston University Institute for Sustainable Energy is a university-wide center dedicated to facilitating the transition to a sustainable, climate-safe global energy system. Through interdisciplinary research, policy analysis, and collaborative engagement, our mission is to ensure that the energy systems of the world provide abundant, sustainable, and universally accessible energy services to both emerging and advanced economies. This enormous challenge will require new technologies and energy processes, new forms of financing and financial institutions, new policy approaches and new forms of public governance, and new companies, industries, and markets. The work of the Institute spans all of the disciplines, departments, and colleges at BU and involves many partnerships with other researchers, policymakers, and industry.

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.

One of the central tenets of Boston University Questrom School of Business is to develop students into leaders who *Create Value for the World* in ways that emphasizes ethical, social and environmental responsibility. We believe these skills are integral to students' personal and academic development throughout their time at the School. Since the 2013-2014 academic year, every student has been immersed in the global issues of business, society and ethics through an entirely redesigned, cross-functionally integrated core curriculum and elective offerings. In addition, a comprehensive portfolio of field-based

coursework, co-curricular, club/community activities, experiential learning opportunities and real-world practice that enrich the student experience by:

- Broadening contextual/cultural exposure
- Forming relevant experience
- Deepening functional expertise

For example, in 2017, Questrom hired a new Director of Student Diversity and Inclusion Initiatives who has made significant strides already in establishing programming, gathering data and engaging students, staff and faculty around issues of diversity and inclusion. From their first days on campus, Questrom School of Business students are exposed to the importance of inclusion, social responsibility and sustainability in global business leadership.

Student Communities

As a reflection of the considerable interest in social responsibility and sustainability, the Questrom School of Business is home to multiple undergraduate and graduate clubs and communities aimed at broadening students' horizons in this area. In addition to the Public & Nonprofit Management Club and the Dean's Fellowship in Social Impact spotlighted in this report, students have the opportunity to join other communities seeking to use business to improve the world through responsible management and sustainable practices. Some of these include: the Energy Club, BU Chapter of the Net Impact Club, the Health Services Management Association. Two, the Public & Nonprofit Management Club and the Dean's Fellowship in Social Impact are highlighted below.

Public & Nonprofit Management Club (Graduate)

The PNP club is a student-run organization that increases student engagement and understanding of the public and nonprofit sector through social networking, fundraising, volunteering and career development activities. The following are recent highlights from the current academic year that PNP members have participated in:

- Social Impact Alliance networking event, in collaboration with the Energy Club and the Net Impact Club. Professionals in marketing, IT, Finance, HR and more joined from companies such as Third Sector Capital Partners, KPMG, and Citizen Schools.
- Info session with Commongood Careers, a national search firm for the nonprofit sector

Dean's Fellowship in Social Impact (Undergraduate)

Established in 2015, the Dean's Fellowship in Social Impact is designed to build a community of learners and activists in the field of social impact. The Fellowship consists of a collection of activities and resources strung together to create learning experiences and professional opportunities. Fellowship requirements include intellectual enrichment through learning opportunities focused on social impact topics, completing academic contact relevant to a social impact topic, career exploration, professional networking, and mentorship. The Fellowship is aimed at underclassmen at Questrom School of Business interested in learning more about careers in social impact. Each year the Fellowship accepts 30 students.

Additionally, there are student clubs dedicated to issues of diversity and inclusion at Questrom, including

Questrom Latino Association, and Sexuality Equality in Business, Cohort Q, Women's MBA Association. These clubs play an important role both in promoting an inclusive culture within Questrom and in encouraging students to seek and create inclusive cultures in the organizations where they work, either currently or in the future.

Student Consulting

BU on Board

This student-led program is run by the Public and Nonprofit Management Club and the Net Impact Graduate Chapter at Boston University Questrom School of Business. The program seeks to develop new leaders in the nonprofit sector, known as Board Fellows, while bringing fresh talent and perspectives to nonprofit boards. Board Fellows serve as active participants on their nonprofit boards, getting involved with committees and relevant projects. The program brings business skills to nonprofits and allows nonprofits to cultivate potential new board members, while exposing MBA students to nonprofit management and governance in practice. Examples of partner organizations include the following:

- Heading Home
- The Nature Connection
- The Center for Arabic Culture
- NeighborWorks
- The Midas Collaborative
- The Albert Schweitzer Fellowship
- Junior Achievement
- Interise
- Family Nurturing Center
- Bird Street Community Center
- Art Resource Collaborative
- Somerville Homeless Coalition
- Cambridge Community Center

Link Day

BU MBA Link Day is an opportunity for small- to medium-sized nonprofit organizations to access cutting edge managerial expertise. Launched in April 2001 by students in the MBA Public and Nonprofit Management concentration, this one-day consulting experience brings together nonprofits, MBA students, academics, and local professionals to analyze a specific problem facing an organization and provide practical strategic solutions. Link Day is a one-day consulting project where teams of BU Questrom students use their business skills to help Boston nonprofits. Students work in teams (a combination of 1st and 2nd years, PEMBAS, nonprofit leaders and Questrom professors) to offer solutions in a number of areas ranging from fundraising strategies and website development to marketing plans and strategic initiatives – and much more.

Testimonials from two organizations that participated in Link Day in 2016 are below:

Partners for Youth with Disabilities (PYD) participated in LINK day 2016. We had an incredibly positive experience and continue to learn from the work that was done during the project. Our student team was

fully engaged in the project and put a lot of time and effort into their process. From the pre-meeting before LINK day to the follow up correspondence, it was clear that the BU students were committed to the project and truly cared about the impact it would make.

Our project's focus was YEP, PYD's career readiness program for youth with disabilities. YEP staff wanted to tackle our outreach and evaluation process for students. After careful thought, the LINK day team thought a reasonable and important task would be to renovate both our student pre/post evaluation and our school teacher survey. During the process, the LINK day students worked closely with our staff to ensure their ideas aligned with our program's goals and mission. We loved that the project became more of a partnership and incorporated both our ideas and the BU student's ideas. At the end of the intensive LINK day sessions, we had a new set of surveys. Since LINK day we have further revised the surveys and will be using them starting this summer with our students and teachers. This was an important project that we have been struggling with and putting off for many months. Having a new perspective and the expertise of the students was refreshing and allowed us to tackle an important project for our program and organization. These new surveys are more accessible for our student population and will provide valuable data that can be used to further improve our program.

This year Josiah Quincy Orchestra Program participated in Boston University's Link Day. It was a terrific experience that helped our organization better understand how to identify and approach potential new board members, as well as improve our social media presence. During our pre-Link Day meeting, the team of BU students were well-prepared and knowledgeable about our organization. They were eager to get to work, made me feel comfortable discussing a topic that I knew little about (marketing), and seemed genuinely excited to learn more about our program. Link Day itself was great! The schedule was productive and organized. The final presentation that the BU students created in PowerPoint clearly outlined our problem of practice and useful solutions.

We have since shared that presentation at various board meetings. The step-by-step approach that the BU students designed helped board members understand how exactly to identify the strengths and weaknesses of our existing board, identify new potential board members, and then approach those people about how they could help our organization. We have already used this approach to recruit a new board member who brings a lot of nonprofit management experience (something that our board was lacking). We will continue to use this approach in the future.

*In addition, we have been following the social media guidelines that the Link Day team created, and it has greatly increased our followers on Facebook, Twitter, and Instagram. We now have all accounts linked, which also reduces the amount of time we have to spend updating our online presence. We feel fortunate to have been given this opportunity, and hopefully we will be able to participate again in the future.
Thank you!*

Global Venture Consulting

The BU Global Venture Consulting (BUGVC) Club is a student-run organization that takes their spring break each year to devote their time and business skills to helping grow businesses in the developing world.

The trip is fully organized by students. In 2016, the trip began with two days in Antigua, getting a flavor for the Guatemalan culture. Five days were spent in Xela, Guatemala's second largest city, where students did the bulk of their work. BUGVC partnered with Thrive, a global nonprofit that seeks to build prosperity in vulnerable global communities. Students worked in teams of three and four, attacking problems that ranged from operations improvement to marketing campaigns to expansion to new markets. The businesses included bakeries, commercial print shops, artisan crafts and local schools.

BUGVC gives MBA students a chance to put into practice the skills they've learned while making a true impact on a living, growing business. The club, just finishing its fifth trip, continues to be one of the most popular and sought-after experiences for MBA students.

Student Internships

Internships help students build connections and credential that are crucial for their future careers. In support of these goals, at the graduate level the Questrom School of Business has a Social Impact Summer Internship fund aimed at mobilizing the MBA community to fund students pursuing career-accelerating internships that create a lasting social impact. Below is a sample listing of the organizations at which Questrom students interested in social and environmental responsibility interned last year:

New Sector Alliance
EDF Climate Corps
Rappaport
Technical Development Corporation
MassChallenge
Mayor's Office, Boston
Boston Foundation
BU Startup Summer Accelerator Program
The Children's Trust
Korean Government
Education Pioneers

Student Competitions

Questrom School of Business students have participated in multiple competitions, some highlights of which are:

Aspen Institute International Case Competition

In 2017, a team from Questrom was chosen to compete in the Aspen Institute's Business & Society International MBA Case Competition and placed fifth. The Aspen Institute, an international nonprofit founded in 1950 and based in Washington, D.C., is dedicated to fostering values-based leadership and providing a neutral and balanced venue for discussing and acting on critical issues. The competition was born from a desire to design a best-in-class incentive program that encourages future business leaders to unite corporate profitability with social, environmental, and ethical awareness—three issues at the heart of business growth in the 21st century. The competition focuses on the positive impact a well-managed business can have in society, allowing students from 25 business programs worldwide to reflect on this significant influence.

BU Net Impact Case Competition

The Questrom School of Business hosts an annual Net Impact case competition. The 2017 competition sponsor was Altenex, an Edison Energy Company, and teams worked on a real business challenge centered on environmental energy.

Grand Business Challenge in Digital Health

Starting in 2013, the Questrom School of Business has joined forces with lead sponsor Merck to host an annual Boston University Grand Business Challenge in Digital Health, where teams of MBA students from outstanding business schools around the world started answering one of those big questions: How will information technology influence and transform global healthcare to create value for the world? Presenting to a panel of Merck executives on specific technological developments, market moves and responses to trends takes students' ideas from a theoretical into a practical arena. Pitching to a specific organization requires teams to tailor their advice based to Merck's business model and offer insights that Merck could realistically implement. In 2017, 11 schools participated.

Boston University Community Service Center

The Community Service Center (CSC) is Boston University's welcoming space for direct service, education, and reflection initiated by students in solidarity with our neighbors and community partners. They aim to:

- provide the Boston University community with opportunities to address and improve the critical concerns of Greater Boston,
- serve as a vehicle for personal growth and leadership,
- encourage students to be active and responsible citizens in neighboring communities,
- broaden the scope of the educational experience through service and reflection,
- and serve Greater Boston in a meaningful and mutually beneficial way.

Currently, multiple Questrom students are involved with the BU CSC, as program managers for programs such as the Student Food Rescue Program and the First-Year Student Outreach Project. The Student Food Rescue Program is one of the largest student-run food salvage programs in the country. The First-Year Student Outreach Project is a program that welcomes and empowers new students to Boston University to explore the triumphs and challenges of our neighboring communities, and have the opportunity to connect with peers, local organizations, and the city of Boston.

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 Impact

PRINCIPLE: METHOD

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

Ethics Across Questrom (EAQ)

Both undergraduate and graduate students at Questrom encounter ethics in their required courses, as well as throughout their curriculum and co-curricular engagements. Questrom regularly hosts guest speakers, panels, shows movies, or holds events, where leaders outside of the School discuss their values or ethical challenges. For example, students visit the first sustainable brewery in Massachusetts, Aeronaut Brewery, each year. Students also frequently engage in community service or club activities that reflect their values. For example, a few of the graduate clubs hosted Questrom's Inaugural Diversity and Inclusion Conference on April 29th, 2017. This conference centered around how to use diversity as a business advantage in the workplace and provided students with specific actionable items that they will be able to take with them in their professional careers. All full time MBA students are required to engage in EAQ activities outside of the classroom as part of their participation in Ethical Leadership in the Global Economy below (see description below), but the events are open to everyone. Wherever students see the EAQ insignia, they are alerted to ethics content or context ripe for critical ethical analysis.

Undergraduate Program

The undergraduate program was revised in 2013 to include a critical focus on ethics. Part of the program revision included creating a new gateway business ethics course (SM131: Business, Society and Ethics, description below), which was approved for permanent inclusion in the undergraduate curriculum in 2015-16. This course is required of all new students and serves as a required gateway for entry to Questrom School of Business. The course is unlike other freshman business courses as it provides students a significant focus on ethical issues, foundations, and frameworks, while at the same time introducing them to different business functions and the ethical issues prevalent in those functional areas. There are a number of other undergraduate elective courses that rely heavily on ethical frameworks, such as LA346: Business, Justice and Responsibility. Additionally, as part of their Susilo Fellowships (described below), Rachel Spooner and Paul McManus have been working with faculty to integrate ethics into a number of the required undergraduate courses.

SM131: Business, Society, and Ethics

Students will explore the increasingly complicated role that business plays in society, including the ethical implications. Through identification and discussion of the substantive disciplines relevant to business, students will uncover a complicated analysis necessary to make appropriate decisions and will highlight their interdependencies. This course stresses written and oral communication skills and logical reasoning as an ingredient for sound analysis and rational business planning. The course stresses teamwork because at the heart of modern management is the need to collaborate with others and to organize, motivate, and monitor teams of diverse people to accomplish shared goals.

MBA Programs

The full-time MBA program is a two-year interactive learning experience addressing the dynamics of global business. We teach students to think of creating value for their organizations, their communities, and the world by exploring the ethical, global and social responsibility considerations of managerial decisions. Students have the opportunity to learn about the forces transforming every area of the world

economy, including health & life sciences, digital technology, and social enterprise & sustainability. All full-time first year MBA students complete a comprehensive, cross functional project in their first semester with a focus on traditional business areas such as marketing, finance and accounting. Moreover, students have to take into account the impact of their recommendations in regards to sustainability issues.

Boston University Questrom School of Business consistently monitors the evolving global business environment and develops curricula that prepare students to meet the skills required. In 2013-2014 the MBA program unveiled a significant curriculum revitalization designed to further integrate global and ethical frameworks and tools that students need to become business leaders starting during pre-term and extending throughout the duration of the program.

Required Curriculum: Ethical Leadership in the Global Economy

Revised in 2016, the vision of this curriculum is to provide Questrom MBA students with a holistic and integrated experience of ethics in business from the very beginning of their degree program.

- MBA students begin with a week-long immersion in ethics in order to establish the fundamental decision-making process on which we will base our problem-solving strategies moving forward through the curriculum.
- Students have the opportunity to demonstrate their capacity to apply this process through their choice of engagement activities over the course of the next year, offering several reflections of their experience in these practical environments.
- Students then return at the conclusion of the first year to participate in a culminating exercise. .

Public & Nonprofit Management Program

The Public & Nonprofit MBA Program, founded in the 1970s, is designed to provide MBA students with the tools to address society's most challenging humanitarian and social problems impacting the global economy. In recent years, the focus of the program is shifting to the broader intersection between business and social concerns, as opposed to the public and not for profit sectors exclusively.

New Energy and Sustainability MBA Concentration

The Energy & Environmental Sustainability (EES) is a new concentration, graduating its first students in 2015, that is aligned with the Questrom School's mission to prepare innovative and ethical leaders who understand the impact of business on society and create value for the world. Students completing this concentration are able to understand the energy and sustainability-related challenges that businesses face, how business can adapt to these challenges, and how to identify, evaluate, and act upon the opportunities created by these changes. The purpose of the concentration is to provide students an opportunity to develop a breadth of knowledge in energy and environmental issues to augment their deep disciplinary skills and other focus areas.

Master of Science in Management Studies (MSMS)

The Master of Science in Management Studies (MSMS) is a new program, welcoming its first cohort in 2015-16. The MSMS program builds a bridge to business for recent graduates with a background in areas

like science, math, technology, engineering, digital communications, economics, and more. An additional year of study, the MSMS adds management expertise to the students' skill set. For nine months, students work with a collaborative team in a dedicated space to solve real problems with real companies in real time. As part of the MSMS program, students participate in several ethics intensives. These brief ethics modules provide students with an ethical decision-making process that reflects stakeholder analysis, create awareness of ethical pitfalls and traps, and teach students to anticipate and respond to obstacles in acting on their values. The modules also help students respond to ethical challenges faced during the client projects students complete as part of the MSMS curriculum.

Susilo Fellowship: Pedagogy Focus

Business ethics is a vital process of leadership decision-making throughout our global economy, and a crucial skill with which we, as educators, must equip our students. The Susilo Fellowship Program was inaugurated in 2015 and provides support for full-time Questrom faculty who are inspired to explore the pedagogical and scholarly dimensions of ethical issues within and across business disciplines.

The Susilo Institute is proud to have named the following faculty members as Susilo Faculty Fellows focused on pedagogy for the 2016-2017 academic year. They are pursuing meaningful projects on a diverse range of topics. Their results will be presented at the Susilo Fellows Colloquium in the Fall of 2017.

Sandra Deacon

Project Description: The required undergraduate Career Management Courses are in significant need of redesign. The current curriculum across this multiple course sequence is not meeting the needs of students, nor has it been effective in establishing a career community at Questrom. This redesign presents a tremendous opportunity to impact all Questrom undergraduate students by integrating values and ethics as a central tenet in their career development. Using the core values of a Questrom School of Business education as a foundation, the course sequence redesign will also focus on building a career community of Questrom students, faculty, staff, and alumni. Creating value in the Questrom community through student engagement and support of their own and others' professional development is a first step toward creating value for the world.

Rachel Spooner

Project Description: Questrom's undergraduate program has made great strides in integration of ethics. All the freshmen get a thorough grounding in ethics in SM131, ethics is being integrated into Core, and a current Susilo fellow is working to integrate ethics into the senior year Strategy course. Sophomore year is a gap, where there is no comprehensive effort to integrate ethics. Some of the courses may cover ethics, but it varies by course and faculty member. Also, none of the faculty teaching in the sophomore year knows what the other is covering on ethics, nor do the faculty in the courses that follow. The goals of my fellowship, focused on teaching ethics, are to (1) Identify the most effective places in the sophomore year courses to include ethics; (2) Teach the faculty a consistent ethical decision-making process and vocabulary, so the students see the ethics curriculum as consistent throughout their four years; (3) Create a menu of curriculum from which faculty can choose to integrate ethics into their courses; and (4) Assist faculty in pilot run of ethics materials.

Greg Stoller

Project Description: The focus of the Fellowship is to develop the MBA re-launch program, a credit-based integrative ethics experience for second-year MBA students, and also to leverage our efforts in year #1 of this new course by creating and implementing systems that will be in place for future years.

Our inaugural 2015-2016 Susilo Fellows, shared the results of their work at the Fall 2016 Fellows Colloquium. Their presentations were videotaped as a resource to the community. They were:

Kabrina Chang

Project Description: Legal systems are the codification of social and ethical values. In this project, I will develop new ways to share these ideas in a global context in core law classes. LA 245: Introduction to Business Law is a US-centered business law course required of all Questrom students. In striving to incorporate both the values of Questrom in considering the world, and the mission of the Susilo Institute in developing the decision-making skills of global leaders, my project is to re-vamp the existing LA 245 curriculum and create global content to expand the learning objectives of the course and incorporate more and different social and ethical perspectives through analysis of legal cases. This content will include, among other things, legal cases, comparative analyses, teaching notes, and assignments.

Paul McManus

Project Description: The Susilo Fellowship will support an initiative within the Strategy & Innovation (S&I) department at Questrom to integrate and embed ethics into the core strategy offerings at the undergraduate, graduate and executive levels. While key foundational elements have existed within S&I's core strategy offerings for some time, this effort would focus on: 1) establishing best practices for effectively applying ethics theory and frameworks across our core strategy offerings; 2) developing research, practice and adjunct faculty competencies and capacity, as well as creative teaching methods and mechanisms for giving-voice-to-values in the classroom; 3) determining appropriate assessment methods for ethics in the context of core corporate strategy offerings; and 4) disseminating these learnings to other departments / disciplines / domains across Questrom.

Humphrey Fellowship

Dr. John (Jack) McCarthy, Associate Professor of Organizational Behavior at the Questrom School of Business serves as the director of the Humphrey Fellows Program at Boston University. The goals of the Program are threefold:

- To support distinguished, mid-career professionals from designated countries in Africa, Asia, Central and South America, and Central and Eastern Europe to form bonds with one another as they develop their professional expertise in the United States;
- To support U.S. citizens in higher education, business, and government to learn from, and establish lasting ties with, emerging leaders in other countries.
- To promote understanding of U.S. cultural, economic, legal, and political systems throughout the world.

Under the guidance of program coordinators and faculty advisors, Fellows pursue individualized programs of graduate-level coursework, independent research, special seminars and colloquia, and six-week, professional internships related to their respective fields of specialization in government agencies, academic institutions, private organizations, and corporations. Current fellows hail Turkey, Panama, Zambia, Fiji, Pakistan, Mauritania, Iran, Bolivia, Cameroon and Laos. This year's program includes a wide range of seminars, workshops, and site visits, including to the Martin Luther King Reading Room at Mugar Library, National Geographic Learning, and the Federal Deposit Insurance Corporation.

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.

Questrom faculty are involved in extensive and sophisticated academic scholarship in a variety of subjects related to ethics in the global economy. Faculty have published articles and books on topics such as cause marketing, corporate social responsibility, charity advertising, social purpose businesses, ethics and corporate strategy, green building, educational leadership, health care, the role of nongovernmental organizations, and bottom of the pyramid issues.

Susilo Fellowship: Research Focus

The Susilo Institute is proud to have named the following two faculty members as Susilo Faculty Fellows focused on research for the 2016-2017 academic year. They are pursuing meaningful projects and their results will be presented at the Susilo Fellows Colloquium in the Fall of 2017.

Michel Anteby

Project Description: When most of us think about jobs, we think of getting paid. Yet an increasing contingent of workers, many coming from Asia (particularly China), are willing to pay to be able to work in the United States. This reversal of the traditional labor exchange model is both intriguing and novel. It also raises many ethical issues for workers and employers alike. Our goal is to investigate this relatively new phenomenon by analyzing a cross-cultural exchange program that brings foreign workers to the United States and places them in predominantly low-wage service positions. Although a "cultural exchange program" in name, critics have called this program the country's largest guest-worker program and many students pay overseas agents and domestic sponsors for the ability to work. How does paying to work inform one's experience of a job? Also, how do these workers think about the United States labor market as an experience worth paying for? Moreover, what should business leaders faced with this new pool of applicants do? This study aims to start answering these questions, and more generally to inform the issue of having to "pay to work"—a novel labor dynamic that exists not only in this context, but also in domestic unpaid internships and trans-national labor migration.

Patricia Cortes

Project Description: Around the world, women have made large gains in education, labor force participation, and earnings. Nonetheless, significant gender gaps in important outcomes, such as pay,

occupation choice, and marriage persist—particularly for high skilled women. This research project explores the role that culture—gender norms in particular—and labor market characteristics play in explaining (1) the persistence of these gaps, and (2) the cross-country variation in the trends and levels of some of these outcomes.

The Susilo Ph.D. Fellows Program encourages Questrom Ph.D. candidates to include the consideration of ethical issues in their doctoral work. The Susilo Institute also is proud to name the two individuals listed below as its Susilo Ph.D. Fellows for academic year 2016-2017.

Matthew D. Meng

Project Description: This research will be the first to examine the negative impact of framing everyday actions and products as being “addictive.” If confirmed, this research will reveal the unintended hazard of the implicit assumption that consumers should be warned about any potential addictiveness of freely available products or societally acceptable actions. Further, this research will illuminate the unethical behavior of the modern popular press, and argue against using the addiction-frame as a warning for consumers. By recognizing this negative impact we can steer clear of such messages and refocus our attention to developing more suitable intervention methods, such as boosting perceived control. Although it appears alteration of the current intervention policy is needed, and has the potential to benefit society greatly, more research is needed to uncover how to do so more effectively. With support from the Susilo PhD Fellowship Program, I will be able to successfully complete this project which will allow me to disseminate my findings, potentially protecting at-risk consumers.

Lan Wang

Project Description: The digital revolution has given rise to new organizational forms (such as sharing economy, crowdsourcing, gamification, and online Q&A communities), which enables individuals to work across time and space boundaries. Such changing nature of work is likely to present traditional organizations with unique ethics management challenges that their full-time employees may spend time on working for these virtual communities during their scheduled work hours, a kind of workplace deviance called time theft. Despite increasing amount of theoretical and empirical studies on workplace deviance, the literature continues to be dominated by a highly individualistic perspective on ethical behaviors and decision making. In contrast, I’m interested in the social factors which may influence employees’ time allocation for crowdsourcing, as well as the consequences of their online behaviors. My study would have theoretical and practical implications for business ethics, crowdsourcing, healthcare, and the management of boundary-less work.

Our inaugural 2015-2016 Susilo Fellow focused on research, shared the results of her work at the Fall 2016 Fellows Colloquium. Their presentation was videotaped as a resource to the community. She was:

Stephanie Watts

Project Description: Sustainability reporting, also called corporate social responsibility reporting, is now routine at most corporations, having been internationally achieved at approximately 93% for some years now. Professor Watts will investigate the process of CSR reporting within corporations. The dominant standard for CSR reporting is the Global Reporting Initiative (GRI); but all global standards have in common the fact that they do not require reporting companies to provide information on every indicator in their protocol. Within prescribed guidelines, corporations are permitted to choose which performance indicators (for instance, from among 80 indicators in the case of the GRI) on which they will report. Their performance on these indicators then is made public when they submit their CSR reports. Most of the research on CSR reporting looks at why companies choose to submit CSR reports, or at the effects of submitting these reports. Professor Watts will investigate the process of creating these reports, which will provide the context for understanding how companies decide which indicators to include in them. She will first build a theoretical model that will highlight those factors most important in the process of CSR reporting. Consistent with her background in Information Systems, she will examine the role that computer software and electronic integration plays in gathering and storing the information for these reports. She will also address the possibility of inter-functional conflicts during this process, due to discrepancies in transparency visions. She will be collecting qualitative interview data to begin the process of validating this model.

Faculty Publications

Questrom faculty publish extensively on topics that relate to or inspire ethical consideration. References to recent Questrom Faculty publications, organized by topic, can be found by clicking on the links below :

- [**Corporate social responsibility / Social business**](#): Issues that explore the relationship or balance of responsibilities between business and its social environment, or between business and its various stakeholder groups. Articles that are tagged with this category often might also have a tag for the "ethics / profits" category, below, since this category involves the question of the firm's relationship and responsibilities to stakeholders, while the latter involves the consideration of the financial impact of the decision back to the firm.
- [**Human resources / Labor**](#): Includes issues relating to human resources in general, as well as power, responsibilities, relationships, compensation.
- [**Sustainability / Green**](#): Specifically focused on environmental sustainability. For corporate sustainability, see governance or "ethics / profit"
- [**Energy**](#): Self-explanatory
- [**Global**](#): Scholarly work that may satisfy other categories might also satisfy the global category, as long as there is a global perspective represented or multiple (or non-US) geographic regions examined.
- [**Governance**](#): Issues of maximizing shareholder wealth could fit in this category, along with stakeholder and society welfare, trust, conflicts, regulatory issues, fiduciary duties, transparency, board issues, structures and processes, oversight, and internal controls and audits.
- [**Gender**](#): As we do not yet live in a "post-gender" society, gender remains an ethical issue in many aspects of business decision-making and scholarly articles that examine the impact of gender would go in this category.
- [**Ethics / Profits**](#): Articles that examine issues relating to financial matters, where the outcome may have an impact on multiple stakeholder groups. In other words, stakeholder interests need to be

considered in some manner.

- **Health / Safety**: Self-explanatory
- **Technology**: Technology raises countless issues in ethics that have yet to be explored. Many of the papers included in this section stimulate one to consider the depth of unanswered quandaries that remain.
- **Fail / crises**: Failures or times of crisis offer us the opportunity to learn. We often make our worst, most unprepared and unethical decisions during a crisis so paying attention to those windows can be the most appropriate ways to arm ourselves for future decisions. Even if the paper does not address the ethical issues it might raise, both the cause and implications of failures and / or crises implicate stakeholders and values.

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.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students. The Questrom School of Business and Boston University as a whole facilitates and supports partnership, dialogue and debate on critical issues related to global social responsibility and sustainability. Highlights of advancements include:

Dean's Advisory Board

Now in its second century, Questrom has always been on the cutting-edge of business, and remains committed to successfully preparing the next generation of leaders. The Dean's Advisory Board (DAB) is critical to this effort. DAB members assist and advise Questrom's senior leadership on matters of strategic importance. The DAB is comprised of distinguished alumni who have demonstrated leadership in their chosen field, have a commitment to the School, and have a strong interest in education. These individuals possess knowledge and wisdom, resources, and contacts that will help Questrom meet its objectives and achieve its vision to create value for the world. We are extremely fortunate to be able to engage their wisdom, experience, and support.

Boston Regional Business Ethics Network (BRBEN)

The Boston Regional Business Ethics Network (BRBEN) is open to all individuals living and / or working in the Boston metropolitan region who share an interest in issues relating to business ethics, broadly construed.

BRBEN is convened and coordinated by the Susilo Institute for Ethics in the Global Economy with the objective of fostering an open, respectful and provocative dialogue leading to deeper understanding, social engagement and knowledge sharing for those who attend. BRBEN meets on a periodic basis, often at the Questrom School at Boston University.

BRBEN is open to individuals in the Boston area from the academic and practitioner communities who share an interest in ethics, with a focus on business, broadly construed. Though BRBEN is not intended to be a student group, students may be invited to select events or speakers, where appropriate.

It is not anticipated that any fee will be charged for membership as the Susilo Institute will sponsor gatherings from our inception. Initial gatherings will be hosted by and located at the Questrom School. Other sponsors may emerge, such as corporate representative members or other institutions who wish to host select gatherings.

Business Education Jam Book

From September 30–October 2, 2014, Boston University Questrom School of Business, in collaboration with IBM and premier sponsors, launched the Business Education Jam: Envisioning the Future. The Jam was a massive online brainstorm that sparked ideas, concepts, and collaborations on how to close the growing gap between industry and academia. Over 60 consecutive hours, thousands of people around the world—researchers, scholars, students, thought leaders, and executives—united in a unique virtual environment to revolutionize the future of business and business education. Findings from the Jam were published in *Reimagining Business Education: Insights and Actions from the Business Education Jam in 2016*, which also provides next steps for business schools to consider as they strive to remain relevant, broaden their reach, and increase their level of respect with employers. A number of areas are highlighted: enhancing value for students and business, producing relevant research, embracing technology, supporting millennials, collaborating with industry, fostering ethics, developing next-generation entrepreneurs, and revamping rankings.

Academic Collaboration Network

The Academic Collaboration Network is a unique global faculty community established by the Susilo Institute and designed to advance business ethics research, teaching and practice. It is comprised of some of the most prestigious institutions across continents and designed to amplify academic voices around issues of business ethics. The ACN seeks to build a platform to encourage an inclusive and diverse exchange of ideas, and perhaps to fill an existing void.

Current forums or networks tend to reinforce our academic environments' discipline-specific silos. Ethics faculty communicate with ethics faculty and marketing faculty with marketing faculty and seldom reach beyond our academic enclaves nor often our geographic regions. The ACN provides a more inclusive and diverse conversation and thereby enhances and integrates its schools' ethical inquiry and critical analysis. The ACN engages faculty across business school disciplines and beyond, not merely from a single discipline.

Unlike members of standard professional associations, ACN faculty benefit from collaboration and expertise that transcend typical boundaries: a multinational and multidisciplinary community of faculty eager to apply ethics to their particular disciplines – accounting, marketing, information systems, finance and more.

The ACN is a forum intentionally created across all cultures. Some academic communities remain predominantly Western / US / European / Caucasian-weighted. The ACN intentionally seeks to expand to East / West participation and throughout the world through the efforts of the Susilo Institute and our ACN partners.

ROI of the ACN

The ACN provides enhanced ROI for participating faculty through broadening of scope from a research-only focus to a trifocal perspective: scholarly, pedagogical and practical.

The ACN offers incomparable and comprehensive breadth to faculty to support their multi-pronged professional missions through a single community. This novel approach is distinguished from other organizations to which many of us belong that may serve our scholarly interests but may not emphasize curricular enhancements or industry application.

The ACN is designed to serve its institutions by:

1. **Complementing**, rather than merely supplementing, its teaching, research and service capacities
2. **Enhancing**, rather than depleting, its resources

ACN Members

Current ACN members include:

- Fudan University School of Management (Shanghai, China)
- India Institute of Management (Ahmadabad, India)
- Newcastle University Business School (Newcastle, UK)
- Questrom School of Business, Boston University (Boston, MA, USA)
- University of St. Gallen (St. Gallen, Switzerland)
- Yonsei University Business School (Seoul, Korea)

Susilo Institute Symposium on Ethics in the Global Economy

The Susilo Institute for Ethics in the Global Economy hosts each year an Annual Symposium that examines cutting-edge issues relating to ethics in the global economy from the perspectives of a variety of stakeholders. The Institute partners with members of its Academic Collaboration Network to rotate the Symposium in alternate years between an Asian location and the Institute's home at Boston University Questrom School of Business.

The second annual Susilo Symposium of the Susilo Institute for Ethics in the Global Economy will be held on **June 15-17, 2017** at Boston University Questrom School of Business.

The event will feature distinguished and varied speakers, including Professor Francesca Gino of Harvard Business School, and site visits at Aeronaut Brewing, Bright Horizons, and Fenway Park, among other exciting area companies. The event promises an audience of both scholars and practitioners from around the world. All seek to explore and exchange ideas in a unique and interactive forum about the role of ethics in the global economy.

The Susilo Symposium will be part of a new Global Business Ethics week, which begins at Bentley University from June 12-15 for the Global Business Ethics Symposium and teaching workshop, and then will move to BU for June 15-17.

This year's Susilo Symposium follows the inaugural symposium, which was held in May 2016 in Surabaya, Indonesia. Featuring foremost business, academic, and political leaders, it reflected on "Global Business Ethics – East Meets West."

Conversations with Ken (Dean's Speaker Series)

The Questrom School of Business plays host to prominent business leaders as part of the School's Dean's Speaker Series. Hailing from a diversity of backgrounds, these speakers share their personal experience and provide advice on how to become a successful leader. Many have incited deeper conversations on global social responsibility and sustainability. Example of recent speakers are below:

- Barney Frank, member of the U.S. House of Representatives from 1981 to 2013, and co-sponsor of the Dodd Frank Act, and Yalman Onaran, Bloomberg journalist.
- Dr. Jonathan Woodson, former Assistant Secretary of Defense for Health Affairs in the Obama Administration and current Larz Anderson Professor in Management at Questrom School of Business, and Director of the recently established BU-wide Institute for Health Systems Innovation and Policy.
- Joseph Boardman, Former President and CEO of Amtrak and Barry Melnkovic, EVP and Chief Human Capital Officer, Labor Relations, Diversity, and Lean Enterprise Solutions and HR Executive of the Year.

Commitment to PRME and Future Directions

Boston University Questrom School of Business continues to remain fully supportive of efforts to further expand corporate responsibility and sustainability into our programs, research, and teaching. Moving forward, the Questrom School of Business will focus immediately on the areas of research and teaching. New efforts to enhance both research and teaching will continue to be driven by the new Susilo Institute, with the goal of Boston University becoming a leader to promote the study of business ethics to serve as the compass for future commerce. In addition, as we continue to enhance our programs we will seek out new ways to deepen social responsibility and sustainability into the fabric of our curricula and institution.