



BUSINESS FROM A
HIGHER PERSPECTIVE



The mission of the Palumbo ■ Donahue School of Business is to prepare our students to achieve their full potential as ethical business professionals and community leaders with an understanding of the global context of business and its social impact.



Alan R. Miciak, Ph.D.
Dean, Palumbo • Donahue School of Business

At the Palumbo • Donahue School of Business, we have embedded the Principles of Responsible Management Education into our curricula, research, teaching methodologies and institutional strategies. We understand that the challenges facing business today are complex and we find ourselves in new surroundings and conditions; in essence, the “ground rules” are changing. Competing priorities such as resource depletion, governmental regulations, community obligations, employee relations and global competition all affect the bottom line. More than ever, a company’s success depends on management professionals educated in **Business From A Higher Perspective.**

We are all here to serve others and to make a difference in their lives, and Duquesne prepares business professionals to do that. In 2011, the Palumbo • Donahue School of Business revealed the launch of its new website at www.duq.edu/business. The new site’s structure and messaging was planned to function as a declaration of who we are and what makes a business education and Duquesne distinctive. That declaration is expressed and affirmed in the phrase “Business From A Higher Perspective,” which appears prominently on each of the new site’s pages and promotes the school’s emphasis on the Principles of Responsible Management Education.



The website underscores the fact that the Palumbo ▪ Donahue School of Business is forward thinking, with a global outlook and a stress on ethics that are not lately adopted accommodations to market forces, but informing concepts with deep roots, a legacy of Duquesne University's founders. The short videos, one or two on each page, allow visitors to see and hear students, alumni and faculty members speaking about the School of Business and the principles for which it stands.



Watch the video at

<http://www.duq.edu/business/about/deans-message/business-from-a-higher-perspective.html>



CELEBRATING 1913 • 2013
100 YEARS OF BUSINESS EDUCATION
FROM A HIGHER PERSPECTIVE

We will mark our first 100 years of innovation and leadership in business education in 2013. The Palumbo ▪ Donahue School of Business Centennial Celebration will be a remarkable effort that reaches thousands of people on campus, in the community, outside the region and beyond.

Duquesne University is among the first 100 endorsers of the Principles for Responsible Management Education. We welcome you to navigate through our website and through the Communication on Progress report to see how we demonstrate our commitment to carrying out the six principles of PRME, as proponents of ethical behavior, financial responsibility, and corporate social responsibility in our teaching, research, service-learning and community partnerships.

Alan R. Miciak, Ph.D.

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www.duq.edu/business

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Mission Statements

THE DUQUESNE UNIVERSITY MISSION STATEMENT

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.

THE PALUMBO-DONAHUE SCHOOL OF BUSINESS MISSION STATEMENT

The mission of the Palumbo-Donahue School of Business is to prepare our students to achieve their full potential as ethical business professionals and community leaders with an understanding of the global context of business and its social impact. We accomplish this through passionate education, creative scholarship and the engagement of partners throughout the community. The business school creates a learning environment that enables our undergraduate students to:

- Develop cross-functional core business competencies;
- Develop an ethical and moral perspective on organizational behavior;
- Become better decision-makers through critical thinking, problem solving, and effective communication;
- Acquire a knowledge and appreciation of multi-cultural business environments; and
- Become life-long learners through intellectual discovery and professional and personal development.

We add value for the greater good of our stakeholders by creating an environment of support for the intellectual pursuits of our faculty, a commitment to excellence in teaching, community outreach, and service.

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.

Some business schools prepare students to make a living. The Palumbo Donahue School of Business at Duquesne University prepares students to make a difference. The School balances its storied history with a focus on the future.

The history of the University, itself, begins 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.

Highly respected, the Palumbo Donahue School earned accreditation by AACSB International - The Association to Advance Collegiate Schools of Business - in 1962. Less than 5 percent of business schools worldwide have achieved the AACSB distinction, and Duquesne has maintained it proudly for more than 50 years.

Rankings and Recognition:

Duquesne University's approach to business education is based on a philosophy that responsible, ethical leadership in business creates a better society for all. The program expands beyond the classroom learning into boardroom leadership, workplace integrity and community action. This innovative approach has distinguished Duquesne and earned the A. J. Palumbo School of Business Administration and the John F. Donahue Graduate School of Business numerous recognitions from highly respected, independent bodies.

The Palumbo Donahue School of Business earned these distinctions based upon its legacy of producing ethical leaders, providing innovative curricula, attracting the highest caliber of students and retaining exceptional faculty revered for their scholarly excellence and practical expertise.



Academy of Management Learning and Education

The Academy of Management Learning and Education named Duquesne, Georgetown and Notre Dame as the three schools scoring in the highest category of ethics content in their academic programs in a recent survey of graduate business schools.



Association to Advance Collegiate Schools of Business

The Association to Advance Collegiate Schools of Business has accredited the Palumbo Donahue School of Business since 1962, a coveted endorsement claimed by less than five percent of business schools worldwide.



The Aspen Institute

For the third consecutive time, Duquesne University's graduate school of business has been ranked among the world's top business schools for preparing MBA graduates for leadership in social, ethical and environmental stewardship.

In the latest Beyond Grey Pinstripes survey, the Donahue Graduate School of Business is ranked No. 25 among the top 100 schools in the world, a group known as the Global 100. Beyond Grey Pinstripes is an independent ranking of business schools administered by the Aspen Institute, an international nonprofit educational organization founded in 1950 to develop values-based leadership skills.

According to Aspen Institute, competition to be listed on the Global 100 is growing, with more schools taking part in the survey and marked improvements in the strength and quality of submissions.



Bloomberg BusinessWeek

Bloomberg BusinessWeek named the Palumbo School of Business Administration among the top 10 in Pennsylvania and among the top 100 undergraduate business schools nationwide in 2012. When ranked strictly in terms of "value" the Palumbo School lists among the top 10 in the nation.



Princeton Review

Princeton Review ranked the Donahue Graduate School of Business among the Best 294 Business Schools in the nation in its 2012 edition.



U.S. News and World Report

U.S. News and World Report ranked the Palumbo School of Business in the top tier among national universities in its 2011 Best Business Programs publication.

Principles for Responsible Management Education (PRME)

The Palumbo Donahue School of Business is among the first 100 endorsers of PRME, a United Nations-backed initiative promoting environmental stewardship, human rights and fair trade practices in business education.

STUDENT INITIATIVES

June 2012--Duquesne University's Net Impact Graduate Chapter received Silver Status and 100% membership rate. This year, the leadership team worked hard to improve events, awareness, and exposure of the organization and its mission. To receive this status, the Duquesne team completed 11 events, attended the Net Impact conference in Portland, and obtained 100% membership.

Events included:

- Workshop with career advice
- Networking events with other Net Impact chapters in Pittsburgh
- Sustainability round table discussions
- High stakes networking
- Volunteerism and tours of the Co-generation Power Facility
- Showing of the movie "Yert" and hosting the producer and director of movie. The film is about a year-long eco-expedition through all 50 United States. Called to action by a planet in peril, three friends hit the road - traveling with hope, humor, and all of their garbage - to explore every state in America (the good, the bad...and the weird) in search of the extraordinary innovators and citizens who are tackling humanity's greatest environmental crises.

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.

Faculty incorporated additional alignment with PRME values in the following academic activities and curricula:

- Life Cycle Assessment software tools were incorporated into the fall SMBA 511 Sustainable Theories and Models course, as well as a site license for 40 copies of the software within one of our computer labs.
- Sustainability MBA Fellows are assigned to help faculty conduct research resulting in conference proceedings, case studies, journal articles, and book chapters.
- Dr. Conway Lackman and SMBA fellow Chunni Jin collaborated on the following research - PRICING EFFLUENT IN THE U.S. AUTOMOBILE INDUSTRY: A public policy to allocate the cost of pollution among the market agents in the U.S. automobile industry is examined. Previous literature focuses on US policy to raise MPG standards and to subsidize hybrid vehicles. This study explores whether a tax on consumers or producers (manufacturers and suppliers) in the form of a CO₂ cost based price added to the car price effectively compensates for the cost of CO₂ emissions.
- SMBA 512- Accounting, Professor Robert Kollar: Added the reporting of sustainability activity and its effect on financial performance. Course description follows.

Effective managers possess an understanding of external financial reporting and the role of financial information in effective business decision-making. This class will build upon the brief introduction to accounting received during the introductory week of the SMBA program. The course will explore the corporate financial statement package, which includes the balance sheet, income statement, statement of cash flows, statement of changes in stockholder's equity and the notes to the financial statements. Emphasis will be placed on understanding the components of each of the financial statements and the various alternative accounting treatments permissible under generally accepted accounting principles (GAAP). Additionally, financial statements will be used to make judgments about an entity's profitability, liquidity and solvency. Finally, measurement and reporting of sustainability initiatives and their impact on financial performance will also be addressed.

- Fin451 and, Special Topics 690 Fund Management (MBA and Undergraduate) involves students that manage the Red & Blue Partners portfolio, which is an open-end private investment management company that invests primarily in common stocks of small-cap and mid-cap U.S. companies. Students research companies for possible addition to the Red & Blue Partners portfolio. Investments are selected on the basis of their investment values and potential for growth as determined by the analysis and recommendations made by students in accordance with the Partnership's investment policies and guidelines.

Students conduct research and analysis of individual companies in order to recommend stocks priced at substantial discounts to intrinsic value. Investment recommendations are supported by research reports based on financial statements, annual reports, press releases, news and article searches, industry publications, transcripts of analyst conference calls, and other relevant information sources. Recommendations to buy, hold and sell are made to students, faculty and investment professionals in presentations and research reports.

Fund Management requires that students apply what they learned in previous classes in finance and accounting to the complicated problem of equity analysis and valuation. Equity analysis requires a deep understanding of a company, its industry and competition, and its financial statements. While students are not expected to attain the same depth of understanding as a professional analyst, much information is available on public companies. Students work to integrate as much of it as possible in their research and investment recommendations. Faculty advisor is Dr. Philip Baird.

- In addition to the work done by the Fund Management class, Professor Nist's Special Topics 690 Financial Analysis class is measuring the CSR of each of the companies in the Red and Blue Fund as well as reviewing cases that pertain to environmental and CSR issues.

PRINCIPLE 3 - Method

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

THE PALUMBO DONAHUE SCHOOL OF BUSINESS PROVIDES VARIOUS LEARNING METHODS TO ENABLE OUR STUDENTS TO BECOME “LEADERS FROM A HIGHER PERSPECTIVE.”

INVESTMENT CENTER

Our Investment Center is a member of the Trucost Premiere University Partnership program. The Trucost partnership helps academic institutions embed environmental research and analysis into their teaching curricula. Our participation in this program provides full access to Trucost’s global database of corporate environmental impacts and analytical tools for research and teaching purposes. Our students benefit from a world class database on corporate environmental impacts, teaching tools, including analytical tools and case studies, support from Trucost analysts on academic research, and consultation on custom cuts of data. The Investment Center adds Trucost to its extensive portfolio of professional-level databases including Global Socrates (formerly known as KLD) for ESG studies, Thomson Reuters, Morningstar, and Bloomberg.

GLOBAL STUDY TRIPS

Each year, faculty-led study groups explore countries where businesses, governments and others are addressing pressing social and environmental challenges. Appointments with senior managers from industry, consultancies, and university-led seminars broaden students’ technical and cultural understanding and foster future collaboration and partnerships.

South America – May 2012

During the student’s time in South America, there were several opportunities for students to interact with members of higher education institutions as well as managers of large, multinational and successful organizations. The first week in Brazil, students spent several days in lectures and interactive seminars with students at Fundação Getulio Vargas (FGV). Seminars included:

- Discussions with students and instructors from the Sustainability Study Center (GVces) on the challenges that businesses face within the Brazilian market
- Case study and brainstorming session with executives at TerpenOil
- Lecture and discussion on sustainability initiatives with Braskem, a chemical manufacturer in Brazil

Additionally, students were able to tour Natura, a cosmetics, health and beauty company to see first-hand their initiatives regarding triple bottom line efforts including:

- Care for the planet through tree replanting, sustainable material sourcing in the rainforest, and fair trade certifications for farmers
- Care for their people (employees) through free daycare, extended maternity leave, operational initiatives to increase daylight in workspaces, and attention to work/life balance
- Care for profit by incorporating sustainable growth measures with plant expansion plans throughout Brazil

Students also spent extensive time with executives of Alcoa Brazil discussing sustainability initiatives, business challenges in Brazil, how to handle a natural disaster and care for people, and visited community initiatives such as a school sponsored entirely by Alcoa Brazil for special needs children and lastly an environmental educational park built and maintained entirely by Alcoa Brazil.

In order to allow students exposure with local customs and daily life, they had multiple opportunities to visit with local families who “live off the land” in Manaus, Brazil and also spent time with one student’s family who maintains a permanent residence in Lima, Peru.

These experiences have shaped an educational study trip that incorporates how individuals, families and businesses (large and small) interact in the South American economy in ways that touch upon the challenges, benefits and methods for a sustainable future.

Scandinavia- May 2012

Duquesne University SMBA students had the opportunity to travel to the Scandinavian countries for several weeks to develop an understanding of a culture that is making great strides in sustainability initiatives. In some ways, Scandinavian countries are more innovative and advanced in terms of energy efficiency/sourcing, waste reduction, recycling and social benefit programs. In order to give our students first-hand knowledge of the ways in which these initiatives are engrained in these countries and how students are looking for ways to further the advancement of technologies, several on site and interactive engagements were arranged.

They visited the University of Lund in Sweden to interact with students using workshops and roundtables. During the sessions, students collaborated on marketing techniques for use on products and discussed business landscape and issues in navigating the market forces.

Students also took the time to take an extensive tour of Stockholm, Sweden where they had several stops that highlighted how sustainability is integrated within the economy. One stop in particular is The Hub. The Hub offers a shared workspace for small groups or small companies to utilize limited and therefore expensive workspace in the town. The workspaces allow groups to reserve a space to meet their needs, reduce costs associated with a permanent workspace and also (and most importantly) allow for a collaborative workspace where groups can interact with other businesses/groups to tackle business issues through dynamic conversations with other businesses utilizing the space.

Students also visited an Alcoa plant in Iceland that utilizes geothermal energy (a renewable and enduring energy source) in their smelter operations. The interaction with executives at the plant allowed students to gain first-hand knowledge of the decisions and challenges that they face in running a division of a multi-national company in a delicate ecological system by using geothermal energy.

Lastly, to showcase additional benefits of geothermal energy, which is largely under-represented in the United States, they had the opportunity to visit Blue Lagoon, a geothermal spa. The location was named one of the Wonders of the World by National Geographic in 2012. Although this activity was considered extra- curricular and not-for-credit on the trip, the incredible power of the geothermal forces to heat 5,000 m² of water to make the outdoor spa possible near the top of the earth was an incredible experience that adds to the experiential learning aspects for all of the students.

It is through these experiences that students were exposed to triple bottom line aspects of the Scandinavian culture with exposure to triple bottom line characteristics of sustainability.

CASE COMPETITION

In March 2012, SMBA students were asked to participate in the Duquesne University round of the Aspen Case Competition. The case required that students receive the information on a Friday morning (information on the company, background of the issues they are facing, financial metrics and reports as well as competitive industry landscape) which was delivered as an active website full of information. The 2012 case challenge involved renewable energy challenges for a large, multinational corporation. Wal-Mart de Mexico was attempting to implement wind farms into their energy portfolio to better align their energy sources with their overarching environmental goals. In order to successfully complete the competition, students needed to include several parts to their analysis and decision criteria with a limited amount of time to do so.

- Develop a project management tactic that allowed teams to identify the problem statement, determine the scope and bounds for research, formulate and complete research and analysis and finally to prepare a final report and presentation with 72 hours from receiving access to the website for the competition.
- Knowledge and inclusion of carbon crediting regulations in existence and risk assessment for proposed, future regulation.
- Financial impacting analysis for the purchase of carbon credits, undertaking the large capital expenditure to construct a wind farm, social and environmental qualitative analysis on the feasibility of a wind farm in Latin America.
- Form a competitive analysis of the industry landscape in the developing economy of Latin America.
- Effectively document, articulate and present all research, analysis and recommendations to an assumed audience without expert knowledge of the issues.

The totality of the project required students to use their diverse work experience and all of their coursework in order to deliver a comprehensive analysis and report of their recommendations for the case.

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.

THE PALUMBO-DONAHUE FACULTY CONSISTENTLY DRIVE THE MESSAGE OF THE TRIPLE BOTTOM LINE – ENVIRONMENTAL, FINANCIAL, AND SOCIAL RESPONSIBILITY – THROUGH ITS SCHOLARSHIP, TEACHING AND ORGANIZED EVENTS.

Duquesne business faculty members continue to bring a world of knowledge, experience and research to the challenge of preparing the next generation of business leaders.

Faculty published thirty-one articles, made forty-six conference presentations and wrote eight book chapters from 2010 through June 2012 in the areas of environmental, financial and social responsibility.

PUBLISHED ARTICLES

1. Christofi, A., Christofi, P., & Malindretos, J. (2010). Lessons from the 2007-2008 Financial Crisis and Action for the Future. *International Journal of Economic Research*.
2. Christofi, P., Christofi, A., & Sisaye, S. (2010). Corporate Sustainability: Historical Development and Reporting Practices. *Management Research Review*.
3. Cilletti, D., Lanasa, J., Ramos, D., Luchs, R., & Lou, J. (2010). Sustainability Communication in North American Professional Sports Leagues: Insights from web-site self-presentations. *International Journal of Sport Communication*, 3(1), 64-91.
4. King, R., Hartzel, K., Schilhavy, R., Melone, N., & McGuire, T. (2010). Social Responsibility and Stakeholder Influence: Does Technology Matter During Stakeholder Deliberation with High Impact Decisions? *Decision Support Systems*, 48(4), 536-547.
5. Kumazawa, R., & Callaghan, M. (2010). The Effect of the Kyoto Protocol On Carbon Dioxide Emissions. *Journal Of Economics And Finance*.
6. Liebowitz, J. (2010). The Role of HR in Achieving a Sustainability Culture. *Journal of Sustainable Development*, 3(4), 50-57.
7. Luchs, R., Geylani, T., Dukes, A., & Srinivasan, K. (2010). The End of the Robinson-Patman Act? Evidence from Legal Case Data. *Management Science*, 56(12), 2123-2133.
8. Ross, J., Yakovlev, P., & Carson, F. (2010). Does State Spending on Mental Health Reduce Suicide? *Journal Of Socio-Economics*.
9. Saban, K., & Mawhinney, J. (2010). Human Collaboration: A Key Component to Supply Chain Performance. *Journal of Applied Marketing Theory*, 1(1), 32 - 44.
10. Saykiewicz, J., & Valotta, J. (2010). Applying Basic Marketing Principles to Create a Sustainable Global Business. *Master of Business Administration*(5(106)).
11. Sisaye, S. (2010). The Functional-Institutional and Consequential-Conflictual Sociological Approaches to Accounting Ethics Education: Integrations from Sustainability and Ecological Resources Management Literature. *Managerial Auditing Journal*.
12. Sivasubramaniam, N., Liebowitz, J., & Lackman, C. (2010). Determinants of New Product Development Team Performance: A Meta-Analytic Review. *Journal Of Product Innovation Management*.

13. Wasieleski, D. (2010). Book Review of Business Ethics by Stanwick and Stanwick. *Journal of Business Ethics Education*, 7.
14. Weber, J. (2010). Moral Reasoning in the Business Context: A View from my Rocking Chair. *Journal of Organizational Moral Psychology*, 1(2).
15. Weber, J., & McGivern, E. (2010). A New Methodological Approach for Studying Moral Reasoning Among Managers in Business Settings. *Journal Of Business Ethics*, 92, 149-166.
16. Yakovlev, P., & Sobel, R. (2010). Occupational Safety and Profit Maximization: Friends or Foes? *Journal of Socio-Economics*, 39(3).
17. Abboushi, S., (2011). Analysis and Outlook of the Greek Financial Crisis. *Journal of Global Business Management*.
18. Drake, M., (2011). A Survey of Deterministic Models for the EQQ and EPQ with Partial Backordering. *European Journal of Operational Research*.
19. Kane, A., (2011). To join or not join: An investigation of individual facilitators and inhibitors of medical faculty participation in interdisciplinary research teams. *Clinical and Translational Science*.
20. Lanasa, J., (2011). Tomorrow's Champions of Sustainability: How Everyday Leaders can Harness Grass Roots Momentum to Advance Adoption of Ecologically Sound Practices in Sport and Event Management. *Journal of Applied Marketing Theory*.
21. Siqueira, A., (2011). Complementarities of human capital and information technology: Small businesses, emerging economy context and the strategic role of firm resources. *Technology Analysis & Strategic Management*.
22. Sisaye, S., (2011). Ecological Systems Approaches to Sustainability and Organizational Development: Emerging Trends in Environmental and Social Accounting Reporting Systems. *Leadership & Organization Development Journal*.
23. Wasieleski, D., (2011). Editorial – The Future of Ethics Education Tools. *Journal of Business Ethics Education*.
24. Wilf, C., (2011). Belief Structures, Common Policy Space and Health Care Reform: AQ Methodology Study. *Psychology*.
25. Weber, J., & Green, S., (2012). Responding to the Call: changes in Graduate Management Curriculum's Attention to Social and Environmental Issues. *Teaching Ethics*.
26. Marlin, M., (2012). Ethnicity and Work Life Expectancy: Does it Matter? *Forensic Rehabilitation and Economics*.
27. Rau, S., & Nagle, B., (2012). The Impact of Ethical Tools on Aggressiveness in Financial Reporting. *Business and Society Review*.
28. Pentico, D., (2012). Two Heuristics for the EOQ and EPQ with Partial Backordering. *Business and Society Review*.
29. Ryan, M., (2012). Think Tanks. *Journal of Comparative Economics*.
30. Sisaye, S., (2012). Corporate Sustainability: Historical Development and Reporting Practices. *Management Research Review*.
31. Sroufe, R., (2012). A Model for Sustainable Supply Management. *Inside Supply Management*.

Conference Presentations/Proceedings

1. Abboushi, S., & 2010. Greek Financial Crisis - Commentary. Paper presented at the International Society for Competitiveness & American Society for Competitiveness.
2. Ciletti, D., Lanasa, J., Ramos, D., Luchs, R., Lou, J., & 2010. Evidence of Sustainability Communication in Major League Baseball: A Website Analysis. Paper presented at the Association of Marketing Theory and Practice.

3. Crown, K., Eloyan, I., Sivasubramaniam, N., Sroufe, R., & 2010. Invisible Microenterprise Forces and Unintended Consequences. Paper presented at the Academy of Management.
4. Drake, M., Sroufe, R., & 2010. Measuring the Social Dimension of the Triple Bottom Line. Paper presented at the APICS International Conference and Expo.
5. Hartzel, K., Noakes, M., Backstrom, E., George, R., Hutchko, T., & 2010. Reward Systems: Perceptions of Fairness and Satisfaction in Project Teams. Paper presented at the Northeastern Association of Business, Economics and Technology.
6. Heisler, J., Phelps, A., & 2010. A Survey Analysis of the Relationships between Economic News and Consumer Behavior. Paper presented at the Midwest Decision Science Institute Annual Conference.
7. Kelly, M., Guiler, J., & 2010. Sustainability, Pedagogy, and Contemporary Business School Topics: A Tool kit for Faculty. Paper presented at the RMU International Sustainability Conference 2010.
8. Pentico, D., Drake, M., Toews, C., & 2010. The Deterministic EPQ with Partial Backordering at a Rate That Is Linearly Dependent on the Time to Delivery. Paper presented at the Decision Sciences Institute Annual Meeting.
9. Presutti, W., & 2010. The Hidden Element in Managing the Value Chain--Sharing Rewards for Good Performance. Paper presented at the Northeast Decision Science Institute Conference.
10. Saban, K., Noakes, M., & 2010. The Role of Trust in Today's Extended Enterprise. Paper presented at the Association of Marketing Theory & Practice.
11. Saykiewicz, J., Valotta, J., & 2010. Applying Basic Marketing Principles to Create a Sustainable Global Business. Paper presented at the Nineteenth World Business Congress of IMDA.
12. Singal, M., Gerde, V., & 2010. DIVERSITY PERFORMANCE AND THE BOTTOM LINE: EVIDENCE FROM FAMILY FIRMS. Paper presented at the Academy of Management.
13. Sisaye, S., Christofi, P., Christofi, A., & 2010. The Theory and Practice of Corporate Sustainability Reporting: A Review of the Literature and Suggestions for the Future. Paper presented at the Decision Sciences Institute (DSI) Annual Meeting.
14. Sroufe, R., & 2010. Injecting Sustainability into a University Curriculum: Three Graduate Schools of Business Share Their Approaches. Paper presented at the Association for the Advancement of Sustainability in Higher Education.
15. Sroufe, R., & 2010. Injecting Sustainability into a University Curriculum: Three Graduate Schools of Business Share Their Approaches. Paper presented at the Association for the Advancement of Sustainability in Higher Education.
16. Sroufe, R., & 2010. Sustainable Product Development - A Comparative Analysis of Sustainable Tools and Processes. Paper presented at the Decision Sciences Institute Annual Meeting.
17. Sroufe, R., & 2010. Teaching Sustainable Business Practices. Paper presented at the Production and Operations Management Society (POMS) Annual Conference.
18. Sroufe, R., Karen, C. D., Frank, M., & 2010. The Role of Motivation on Environmentally Driven Operations Performance. Paper presented at the Harvard Business School's Alliance for Research on Corporate Sustainability.
19. Sroufe, R., Ramos, D., & 2010. MBA Sustainability: Business and Engineering for a Sustainable Tomorrow. Paper presented at the National Society of Black Engineers.
20. Sroufe, R., Ramos, D., & 2010. Sustainable Product Development - A Comparative Analysis of Sustainable Tools and Processes. Paper presented at the National Decision Science Institute Conference, San Diego, November 21, 2010.
21. Sroufe, P., Robert, Greenberg, S., Taormina, A., & 2010. Greening the Ballpark. Paper presented at the Association of Marketing Theory & Practice.
22. Green, S., & Weber, J., (2011). How Social and Environmental Issues are Being Addressed in Graduate-Level Accounting Courses. Academic and Business Research Institute Conference.

23. Kumazawa, R., (2011). Remittances and Economic Growth in Latin America: The Role of Emigration. Eastern Economic Association Annual Conference.
24. Yakovlev, P., & Shaver, K., (2011). Does Trade Diversification Increase the Probability of War? Southern Economic Association.
25. Davies, A., (2011). Transparency, Performance, and Agency Budgets: A Rational Expectations Modeling Approach. Association of Private Enterprise Education.
26. Lundberg, G., & Wasieleski, D., (2011). Moral Abstraction: An Empirical Investigation of Ambiguity in Ethical Decision-Making. International Association for Research in Economic Psychology.
27. Kane, A., (2011). Newcomers to work teams: Evidence, themes and new directions. Interdisciplinary Network for Group Research (INGRoup).
28. Kane, A., (2011). Newcomers as Active Agents: Team Receptivity to Integrating vs. Differentiating Identity Strategies. Academy of Management.
29. Wasieleski, D., (2011). Antecedents to Sustainable Behavior. 14th Annual Vincentian Conference on Business Ethics.
30. Siquiera, A., (2011). Capturing value from information technology innovations: A demand-based study of knowledge strategies. Academy of Management.
31. Christofi, P., (2011). Corporate Sustainability Reporting Practices. Production and Operations Management Society(POMS) Annual Conference.
32. Kelly, M., (2011). Closing the Loop in Sustainability Pedagogy: Examining Best Practices for AACSB Coursework. 2011 Robert Morris University Sustainability Conference.
33. Marley, K., & Luchs, R., (2011). Do sustainability practices drive supply chain performance? A multi-industry study using secondary data. Decision Sciences Institute Annual Meeting.
34. Presutti, W., (2011). The Hidden Element in Managing the Value Chain – Sharing Rewards for Good Performance. Northeast Decision Science Institute Conference.
35. Guskey, A., (2011). A Tough Lesson for Students: Living and Learning Real Life Crisis Management. Northeastern Association of Business, Economics, and Technology (NABET).
36. Sroufe, R., (2011). Sustainability: Clarity and Collaboration for Supply Chain Management. Decision Sciences Institute Annual Meeting.
37. Williams, V., (2011). Small Business Fraud Awareness and Prevention. Institute of Fraud Prevention.
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Chapter, Article, or Section in a Book

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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.

EXAMPLES OF PRESENTATIONS AND OUTREACH TO EXECUTIVES AND MANAGERS

The A.J. Palumbo and John F. Donahue School of Business continued its dedication to service/active learning. The overall goal of this type of learning is to engage students in a sense of community while concentrating on academic learning objectives. Students work with corporations and non-profit enterprises to make the business case for social, environmental and ethical conduct. Blending these aspects should stretch a participant in the knowledge of making a difference in a company and in the lives of the community, plus enhancing one's self-knowledge.

As part of the academic course unit on pro-bono practices, ninety-two MK476 Product Management students completed Pro Bono research and continued the service learning partnership with Uptown Pittsburgh neighbor Bethlehem Haven. Bethlehem Haven believes that a secure home is an essential foundation for their clients to achieve stable mental and physical health, as well as personal empowerment. The students completed the unit and continued the service under the direction of Dr. Maryellen Kelly.

Two new service learning projects were imbedded in Professor Ryan Luchs' section of the Introduction to Marketing Course (MKTG 371). These projects were completed with the collaboration of the University's Office of Service Learning. The goals of the projects were to give students an opportunity to apply the concepts covered in class and to interact with members of external organizations in a professional context. For the projects, the students groups were assigned to one of two clients—The Pittsburgh Public Market (PPM) or Community Human Services (CHS).

The Pittsburgh Public Market is located in the strip district and is a non-profit organization that manages a market that houses many small businesses that sell food, beverages, artwork, and household items. The market is located in an older warehouse building and attracts significant business on the days that it is open (Friday-Sunday). However, the organization feels that the level of business is not high enough to sustain the small businesses within the market and wants to increase the level of business. Students were tasked with developing a marketing plan to work toward the goal of increasing revenue for the businesses within the market.

The second project was accomplished for Community Human Services, an organization in South Oakland, PA which primarily serves the homeless population of the Pittsburgh Region. The organization seeks to enhance people's lives and strengthen communities by providing opportunities to develop individual potential and by delivering comprehensive services that maximize the health and well-being of those it serves in South Oakland and the greater Pittsburgh area. The organization hosts an annual fundraiser and awareness event known as "Sleep-In for the Homeless". Our engagement with the organization was particularly focused on increasing awareness of and participation in the event.

Professor Jay Liebowitz continues to partner with different groups as part of his "Managing a Diverse Workforce" course. The projects are a component of the course in which students are tasked with providing consulting services to a local company to assist that company in improving its culture.

The Graduate School of Business Director asked a team to look into how to create a more diverse student body in the graduate business program.

FedEx Ground has already made great strides in creating and promoting a culture of diversity. The group for this project developed and presented recommendations for best practices in employee mentoring, specifically those that relate to diversity and inclusion.

The Duquesne University group discussed diversity issues regarding increasing *Awareness* (for Fr. Jim McCloskey). They used the results of Duquesne's diversity survey as the basis for their analysis. Specifically, they focused their project on the following topics;

1. Grievance Policy/reporting
2. Definition of Diversity
3. Diversity training/education
4. Researching Diversity at Duquesne
5. Diversity program structure

A fifth group worked on a project with the CDC. Although the CDC has an official diversity plan and a diversity council, the team worked with their liaison at the CDC on reinvigorating both the council and the diversity initiatives at the CDC. In particular, they formulated a diversity plan that will help the CDC's US expatriate employees work better with the CDC's locally employed staff in other countries. The CDC would like their employees to learn to be more culturally aware in the professional setting.

Professor David Wasieleski shared the categories of service that he uses in his Business Ethics/Communication course. The course is also taught by Paul Klein. The service models are project based with a deliverable, such as planning an outreach event for Juvenile Diabetes Research Foundation. The learning outcomes addressed are ethical leadership, group social psychology and management.

One time service/one day events: Students sign up for three of these such as working at the food bank, helping clean up the grounds of the Holy Family Institute or packing fresh produce for another type of feeding the hungry project. Learning outcome is social responsibility.

Ongoing projects such as working with Asset, a group that provides science kits and instructional materials to schools in the surrounding community. The learning outcome is social responsibility and ethical ways of making sure those school districts who cannot afford tools for their students get the necessary materials.

Fundraising activities such as working with Animal Friends. Learning outcomes are corporate government regulations, identifying ethical issues in business, rational decision making, stakeholder theory and learning how a business benefits from Community outreach.

Students also work with Duquesne University Volunteer partner organizations, such as local churches and associations and the local Boys and Girls clubs.

One of the ongoing projects that Professor Wasieleski's class worked on is for the market district of an area of Pittsburgh called the Strip District. They focused on social media suggestions, developing a marketing plan with branding, budgets, product identification and types of tours of the historical area.

Professor Wasieleski's Organizational Behavior class of 22 students is creating business and marketing plans for the Pittsburgh Symphony Orchestra to publicize upcoming events. One of the areas the

symphony focuses on is young children through a program called Fiddlesticks. There are concerts that are performed specifically for children and their families. Part of the charter of Fiddlesticks is to help children who want to play an instrument, but can't afford one.

Dr. Ralph Pearson, Provost of Duquesne University announced that Dr. Amy Phelps has been named a Gaultier Fellow in response to her work in the area of Service Learning.

PROJECTS ACCOMPLISHED BY MBA SUSTAINABILITY STUDENTS:

Wesco is the largest distributor of electrical equipment, based out of Pittsburgh, PA. The company needed an evaluation of their 400 nationwide branches for their level of sustainability. Their main goal was to review their ability to meet EnergyStar® in as many facilities as possible.

Everpower is a wind-energy provider that asked the project team to research and predict the trends of natural gas pricing and how they may impact the overall energy landscape, including wind power. The project focused on two key areas of research, the conversion of fleet vehicles to compressed natural gas as well as identifying key variables that will affect the price of natural gas futures.

Project teams are working with PPG to facilitate the ability to produce an Environmental Profit and Loss Statement (EP&L). PPG recognized that by becoming an early provider of this type of statement, they can increase their ability to evaluate company growth, innovation, and competitive advantage and fully evaluate environmental impacts using quantifiable financial metrics.

Heinz is working with the project teams to evaluate water scarcity risks among their global facilities and identify ways to increase corporate environmental transparency. As such, the project team has created specialized evaluation tools for new water consumption minimizing projects, risk scorecards and integrated the use of the World Business Council for Sustainable Development (WBCSD) Water Tool for Heinz to use as a way to facilitate their goals of environmental stewardship through their water scarcity initiatives.

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.

THE PALUMBO DONAHUE SCHOOL OF BUSINESS FOCUSES ON ETHICS, SUSTAINABILITY AND RESPONSIBLE FINANCIAL MANAGEMENT

The Beard Institute

The Beard Institute advances the profession of management through the integration of three established disciplines: business ethics, sustainability and responsible financial management. The Institute collaborates with corporate, nonprofit and academic partners to create innovative research and practical strategies that add measurable value to the business community.

Named for its benefactor, Eugene P. Beard, The Beard Institute's mission is to become an internationally recognized resource for businesses, nonprofit organizations, government entities, professional associations and universities interested in promoting business ethics, sustainability and responsible financial management education.

The Beard Institute held its annual symposium, Sustainable Business: Responsibility and Results on November 10, 2011 at the Fairmont Hotel in Pittsburgh, PA.

Breakfast keynote speaker Dr. Peter Senge, Senior Lecturer, Massachusetts Institute of Technology led the morning discussion with his focus on systems thinking. Dr. Senge stated that we must, according to W.E. Deming, utilize a "transformation of the prevailing system of management." He described our finite world of resources and our limits to growth. This idea comes in direct conflict with how almost every leader of a country, whether elected or otherwise, defines the success of the economy. Senge used the example of a box and talked about continual material growth in relationship to how much one can put in the box. Eventually, one runs out of space.

Senge stated that we must re-define growth and called this the "Beginning of the Beginning." The world must recognize that things are changing; and must step ahead (to work on what the collective world believes is coming). We must learn to collaborate across boundaries and manage whole systems; social, environmental and economic.

Alan Miciak, Dean of the Palumbo/Donahue School of Business served as moderator for the panel. The panelists included: Chris Park, Principal of Sustainability, Energy and Environment Practice, Deloitte, Zoe Tcholak- Antitch, Director, North America, Carbon Disclosure Project and Ted Senko, Global Chief Executive, Climate Change and Sustainability Services, KPMG. They spoke about how companies are addressing the issues of sustainability and the reporting structures of these activities.



The symposium closed with its annual Green to Gold Award. The Green to Gold Award is given in recognition of an American company that demonstrates commercial success in sustainable business practices. Jean Sweeney, Vice President, Environmental, Health and Safety Operations accepted on behalf of winner 3M. Ms. Sweeney talked about the principles that make 3M successful. Sustainability is considered every employee's responsibility and employees are given time and the permission to innovate. Life cycle thinking is incorporated into product and process design. 3M creates a strategy that balances social responsibility, environmental stewardship and economic progress.

Other programs held by the Beard Institute addressed Ethics, Sustainability and Responsible Financial Management:

ECONOMIC RECOVERY WORKSHOP

The discussion was held as Beard Institute breakfast panel workshop on Thursday, Jan. 20, 2011. *Economic Recovery 2011, 2012, 2013, 2014... Will We Know When We See It?* addressed national topics in the wake of the recession and examined local and regional economic questions compared to national trends.

The panel of experts in supply chain management, investment and economics provided insight as to what they believed would signal economic recovery and conduct a question-and-answer session. The moderator was Tom Nist, Director of Responsible Financial management at the Beard Institute, and Director of Graduate Programs and the Donahue Chair in Investment Management at the Palumbo-Donahue School of Business at Duquesne.

Spring 2011 Sustainability Speaker Series

April 15, 2011 - Michael Toffel, Ph.D., Assistant Professor at Harvard Business School, presented his research paper "The Globalization of Corporate Environmental Disclosure: Accountability or Green washing?" at the Beard Institute's spring 2011 Sustainability Speaker Series. Attendees included faculty and students from Duquesne University's Sustainable MBA program as well as sustainability professionals from local companies and nonprofits. Toffel's research paper examined how and why companies respond to the globalization of environmentalism. Toffel and his co-researcher, Christopher Marquis, Ph.D., found that the level of a firm's global embeddedness and environmental pressures from government and civil societies affect the extent of corporate environmental disclosure.

Spring 2012 Sustainability Speakers Series

On February 10, 2012, as part of its Sustainability Speaker Series, *Sustainability as a Driver of Performance*, the Beard Institute hosted Dr. Andrew Hoffman, a professor of sustainable enterprise at the University of Michigan. Hoffman presented *Social Dimension of the Climate Change Debate* to faculty, students and local sustainability professionals.

Ethics Luncheon

The Beard Institute of the Palumbo Donahue School of Business at Duquesne University hosted an Ethics Luncheon April 12, 2012 at the Duquesne Club in Pittsburgh, PA. The Honorable Cynthia A. Baldwin, Vice President and General Counsel, The Pennsylvania State University and Retired Justice, Pennsylvania Supreme Court spoke about “The Responsibility of Ethical Leadership.” Judge Baldwin noted that leaders influence others to buy into their vision. After giving examples of business people who exhibited leadership, she confirmed that a responsible leader is rational, result-oriented, reputation-concerned, a reasonable risk taker, reliable, reflective and has a relationship with the work force. But most of all, a leader must have integrity and humility.

Boardroom Dynamics

The Beard Institute of the Palumbo Donahue School of Business hosted a panel of experts to discuss the topic of Boardroom Dynamics on April 17, 2012. The panel consisted of Jim Byrne, Executive Director of the Beard Institute, Frank Cahouet, Retired Chairman, President and CEO, Mellon Financial Corporation and Keith Smith, retired Vice Chairman and CFO, Mellon Financial Corporation. The panel was moderated by Sarah Boyden, Managing Director Board Services, Boyden. The panelists have served on numerous for profit and non-profit Boards, and brought a wealth of knowledge and experience to their audience. Topics included: Types of boards, boards from the past, today and future and the important responsibilities of boards.

High School Rotary Ethics Symposium

On February 29, 2012, the Beard Institute continued an ongoing partnership with the Rotary Club of Pittsburgh to present its annual High School Rotary Ethics Symposium. The lunch time keynote speakers were Dr. Cyril Wecht, Clinical Professor at the University of Pittsburgh Schools of Medicine, Dental Medicine and Graduate School of Public Health, and adjunct professor in the Duquesne University Law school, and Jim Roddey, former Chief Executive of Allegheny County, who provided a lively discussion on ethics in politics and public service. The Beard Institute coordinated the hospitality, logistics and safety for the 200 plus students, teachers and parents who visited campus that day.

The Beard Institute continued to offer the **Distinguished Ethics Leadership Series, Emerging Women’s Program and Women’s Executive Leadership Program**. www.duq.edu/beard

Dr. Robert Sroufe, Murrin Chair of Global Competitiveness at Duquesne University, was one of six international experts in sustainability invited to form a research agenda to support sustainable business growth in Latin America. Sroufe, who also serves as director of applied sustainability for Duquesne’s Beard Institute and helps to coordinate corporate and nonprofit projects with students in Duquesne’s singular MBA Sustainability program, has studied sustainability and supply chain management in North America, Asia and Europe. At the end of May, 2012, he shared his expertise with those in emerging Latin American economies, presenting on sustainable supply chain management at the international conference on *Learning from and Improving Latin-American Business* sponsored by the INCAE Business School on May 21-23 in Costa Rica. While from different disciplines, the experts all promoted better management of business, process and whole supply chains.

Business Professor **Dr. David Saiia** has designed a simple machine that can turn discarded plastic bottles into a superior roofing material for tropical climates. Saiia, an associate professor of strategic management and sustainability, is past the midway point for obtaining a United States patent for the device, which could be described as a table-top, hand-powered, special-purpose lathe.

Reducing the volume of plastic waste that chokes even the most out-of-the way village in the poorest nations and turning it into strips of translucent, impervious roofing material at a negligible cost is a worthy goal, but Saiia's concept goes beyond the machinery and even past the roof. Ultimately, his purpose is to create business opportunities for local entrepreneurs in developing regions of the globe, like the farmers in the fragile cloud forest of Ecuador, where Saiia got the idea for his machine.

Stakeholders and thought leaders from Pittsburgh's emerging green economy gathered on Dec. 5, 2011 to help launch the University's new **Center for Green Industries and Sustainable Business Growth**. The Center, created in September through a U.S. Economic Development Administration grant, will promote job growth in energy and product innovation as well as provide assistance to large and small businesses that aim to implement sustainable practices in their operations.

Duquesne's Small Business Development Center (SBDC), Institute for Energy and the Environment, the MBA Sustainability program and the Center for Environmental Research and Education comprise the principal programs on campus that are helping to organize and launch the new center. Organized as a brainstorming session, the meeting focused on those areas where assistance will be most needed, including educating consumers and businesses on the longer-term benefits of green purchases; driving up demand for energy efficiency and sustainable products; and the potential for recycling and reusing building materials regional demolition sites, among other topics.

The local experts in attendance are representatives of a wide variety of businesses and not-for-profits, including UPMC, 84 Lumber and the Green Building Alliance, as well as the PCKIZ and organizations chartered to bootstrap businesses in struggling communities. The insights they provided on sustainable business will help ensure that the University's talent and resources, through the Center for Green Industries and Sustainable Business Growth, will be used effectively in ways that will pay dividends to the local economy and quality of life.

DUQUESNE UNIVERSITY: GREENING AN URBAN CAMPUS

EPA RECOGNITION

- At the 2010-2011 Individual Conference Champion, Duquesne edged out its A-10 competitors by purchasing nearly 13 million kilowatt-hours (kWh) of green power, which represents approximately 28 percent of its annual electricity usage. The University purchases renewable energy certificates from Direct Energy and Community Energy, which help to reduce the environmental impact associated with electricity use on campus.

In addition to its renewable energy purchases, Duquesne is currently building a new residence hall that is being constructed according to Silver LEED certification standards. Des Places Hall, slated to be open and house upperclassmen for the fall 2012 semester, will include various sustainable technologies from drought-tolerant landscaping to the use of locally manufactured materials. According to the building's designers, WTW Architects, estimates based upon construction standards show sustainable efforts will save at least 22 percent in energy use. The University seeks to attain LEED gold with this construction.

The University also has implemented composting, thanks to a partnership with Agrecycle, Pennsylvania's largest composting company. Since March, food waste from campus dining locations has been reintroduced into the soil as organic matter rich in nutrients, minerals and beneficial microorganisms.

COOLING WITH ICE

- The installation of a highly efficient cooling system that relies on ice is the first of its kind in a Pittsburgh academic institution. The process begins by creating ice in 28 massive storage tanks. The ice then melts, creating chilled fluid that is pumped across campus and cools multiple buildings. By creating the ice at night, the University reduces its peak energy demand. As Duquesne does its part to ease the strain on the power grid, other consumers' needs can be more easily met and utility companies are able to increase capacity, ultimately lessening the need for new power plants.

ALLEGHENY COUNTY RECOGNITION

- Duquesne was named a 2011 Enviro-Star award winner by the Allegheny County Health Department (ACHD) in recognition of the University's voluntary pollution prevention efforts. The ACHD annually designates businesses and organizations that are leaders in their commitment to local communities and the environment as awardees. The Enviro-Star program was developed to encourage those in Allegheny County to practice pollution prevention.

DUQUESNE UNIVERSITY SUPPLEMENTS USING WIND POWER

- The operation of Duquesne University has been green for years—but now, it's as green as the Pennsylvania mountains. The first campus in the state to be recognized with a U.S. Environmental Protection Agency (EPA) Energy Star Combined Heat and Power Award, Duquesne has provided about 80 percent of its own heating and cooling through the campus

cogeneration plant, supplementing this energy generation with the purchase of Renewable Energy Credits as part of its commitment to sustainable energy use. Starting in December 2011, the campus took another step toward encouraging a sustainable economy. Pennsylvania wind farms had supplied about one-third of that supplement power, but now will be providing all of that power.

PRINCETON REVIEW RECOGNITION

- Duquesne University was most recently named one of the most environmentally responsible colleges in the United States and Canada by The Princeton Review in its *Guide to 322 Green Colleges: 2012 Edition*. For more than 13 years, Duquesne has produced most of its electricity from its on-campus cogeneration plant and relies totally on clean energy because of its energy generation and purchase of wind power credits.

2011-2012 Recycling numbers for Duquesne University:

175 tons of co-mingled material
119 tons of composted materials

KEY OBJECTIVES FOR THE NEXT 24 MONTHS

The Palumbo Donahue School of business remains committed to the Principles of PRME. The following are key objectives planned for the next 24 months:

- More explicit integration of PRME principles into the undergraduate and graduate curricula.
- Enhanced cooperation with other schools of the University to advance awareness of the multidisciplinary nature of PRME initiatives.