



Sharing Information on Progress:

United Nations Principles of Responsible Management Education

Activity January 2011 – December 2012

I. Renewal of Commitment

PRME Steering Committee
c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
801 2nd Avenue, 2nd Floor
New York, New York 10017
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Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers the University of Dayton School of Business Administration is committed to progress in the implementation of the Principles for Responsible Management Education, starting with those that are most relevant to our capacities and mission.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students. We encourage other academic institutions and associations to adopt and support these Principles.

Sincerely,

Paul M. Bobrowski, Ph.D.
Dean

II. Activities that seek to support the Principles of PRME

The Principles of PRME promote education that strives to create responsible business leaders who seek the common good, use resources in a sustainable manner, respect all people and cultures and make ethical decisions. At the University of Dayton's School of Business Administration, our mission is to educate the whole person in the Catholic and Marianist tradition, connecting learning and scholarship with leadership and service in an innovative business curriculum designed to prepare ethical leaders for successful careers in a global business environment. The University's commitment to Catholic social teaching is a commitment to respect for all persons and our environment and to working for social justice and the common good. Because our Catholic and Marianist mission is so closely aligned with the Principles of PRME, educational programs that support one will naturally support the other.

The activities discussed below represent some of the new or ongoing programs at the University of Dayton that prepare our students and faculty for responsible business leadership. In many cases, the activity applies to more than one Principle, but it will only be listed once.

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.

- **Themes of ethics, respect for all individuals, and the role of business in serving the common good throughout the undergraduate curriculum**

Beginning with the first-year course taken by all business students, we incorporate presentations, activities and assignments related to the social responsibility of business. In the first semester, three classes each fall are specifically devoted to these ideas. Students all take a course in business ethics and these issues are also incorporated into required courses in the business disciplines. In the business capstone course, students participate in the Walk the Talk lunch discussions of business ethics cases. The Catholic and Marianist Identity Committee of the business school continues to seek methods of better incorporating this material throughout the curriculum.

- **ECO 435 Economics of the Environment**

This elective course is an introduction to the economics of the global environment including an analysis of market failure as a cause of environmental degradation. Topics covered include cost-benefits analysis, criteria for public investment, regulation of the environment, and the sustainable global environment.

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.

- **MBA 758 Principled Organizations: Integrating Faith, Ethics and Work**

The revised MBA program, which began fall 2011, includes a required three-credit course on Principled Organizations. This course was taught as an elective in the old MBA program, but has been added as a requirement for all MBA students in the newly revised program. Readings, presentations by and discussion with guest business executives and class discussions help students to reflect on how they can live out their values in their work lives and use business as a vehicle to promote the common good of society.

- **Undergraduate business ethics course redesign**

Although a business ethics course is not a new requirement, new collaboration among faculty in philosophy and in business has provided a promising new format for this course that was piloted in 2011-12. Business faculty provide input regarding which business ethics cases are discussed in the course and business faculty visit the classes to co-facilitate the discussions with the philosophy faculty. It is hoped that this collaboration will help students to understand the importance of ethical considerations to business and will also contribute to business faculty following up on this material in their own courses.

- **Flyer Consulting**

Flyer Enterprises provides experiential business education to our students through the operation of profitable, ethically-focused businesses that serve the needs of their stakeholders. Starting in 2001 with two divisions, Flyer Enterprises now has seven retail operations and, in 2009, added Flyer Consulting. Flyer Consulting is nonprofit and provides business solutions to Dayton area nonprofits, helping them to make the most of their limited resources. Student consultants both serve society and get a tremendous learning experience. Flyer Consulting launched its Consultant Development Program in the spring of 2011 to increase underclassmen involvement and to teach them the roles within the organization. Flyer Consulting projects continued through 2011-12.

- **Peace Through Commerce MBA study abroad program**

In summer 2011 and 2012 we took MBA students to Asia for a program based on the PRME principles with the theme Peace Through Commerce.

Principle 3 - Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

- **Center for Integration of Faith and Work**

The Center for the Integration of Faith and Work, launched in October 2009, has worked to increase programming with the goal of helping students, faculty and business professionals find deeper meaning in their life's work, using their gifts and talents, not only as a means of income and career advancement, but as an integral part of our responsibility to do good for society. The center is believed to be the only program of

its kind in the country to link faith and values with personal fulfillment and business success, building on the University's Catholic, Marianist heritage as well as a growing interest in spirituality in the business sector. The University's Catholic, Marianist heritage emphasizes the education of the whole person, the role and dignity of work and the responsibility of each individual to contribute to the common good. This Center serves as a coordinating structure for efforts in the School of Business Administration related to ethics and social responsibility. The Director of the Center also chairs our Committee on Catholic and Marianist Identity.

- **Business and Marianist Values Learning and Living Community**

Learning and Living Communities (LLCs) at the University of Dayton are cohorts of first year students who live together, take at least one class together, and participate in activities planned for their cohort to advance the theme of the LLC. The Business and Marianist Values LLC began in fall 2010 with a cohort of 25 first year students. The program has continued in 2011 and 2012 with enthusiastic participation of a number of the sophomores from the previous cohorts. The goal of this LLC is to create a forum in which high achieving first-year students from the SBA and other units of the University can explore the role that Marianist values play in business decision making and in ensuring that business promotes the common good of society. The students attend events related to ethics and social responsibility in business and they do service projects designed by the students. The Business and Marianist Values LLC has been one of the most successful at the University and we plan to build on that success.

- **Service Learning Projects**

Our many service learning projects include year-long senior and semester length MBA capstone consulting projects for businesses and not-for-profits, as well as shorter service projects included in a variety of other classes. In addition to allowing our students to apply the theory they have learned to real business problems, these projects put them in touch with different business cultures and leadership styles in a way that allows reflection on the elements of responsible leadership.

Principle 4 - Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

- **Research grants to investigate means to incorporate our religious and ethical values into core business courses**

Three grants were offered by the Center for the Integration of Faith and Work for 2012-13 to support faculty research on innovative ways to integrate values with business curriculum. We expect to continue to make these grants available to faculty.

- **Faculty research 2011-2012 related to PRME Principles**

Recent research that speaks to the goals of PRME includes:

- Archambeault, D. (2012). Sustainability Reporting: Opportunities and Challenges for CPAs. Presented at 2012 Academic Conference on Social Responsibility, Center for Leadership and Social Responsibility, Milgard School of Business, University of Washington, Tacoma, Washington, July 2012.
- Forlani, V.M. (2012) UD SBA Center for Faith and Work: From “Let’s Talk” to a Course to a Center. Presented at Renewing Mission and Identity in Catholic Business Education, 8th International Conference on Catholic Social Thought and Management Education, Dayton, Ohio, June 18-20, 2012.
- Greenlee, J., Randolph, D., and Richtermeyer, S. (2011). Better Analytical Reviews of Charitable Organizations: Using Financial Ratios and Benchmarks. *The CPA Journal*, 81(7), 32.
- Hallinan, K.P., Enns, H.G., Brodrick, P., Lammers, N., Hanus, N., Rembert, M., and Rainsberger, T. (2012). Energy Information Augmented, Community Based Energy Reduction. *Sustainability*, (4:7), 1371-1396.
- Janney, J. and Gove, S. (2011). Reputation and Corporate Social Responsibility Aberrations, Trends and Hypocrisy: Reactions to Firm Choices in the Stock Option Backdating Scandal. *Journal of Management Studies*, 48(7), 1562-1585.
- Pan, Y. and Sparks, J.R. (2012). Predictors, Consequences, and Measurement of Ethical Judgments: Review and Meta-Analysis. *Journal of Business Research*, 65(1), 84-91.
- Ruggiero, J. Collier, T. C. and Olesen, O. (2011). Production and Efficiency Analysis in the Fishing Industry. Presented at INFORMS, Charlotte, North Carolina, November 2011.
- Sullivan, D.M. and Marvel, M.R. (2011). How Entrepreneurs' Knowledge and Network Ties Relate to the Number of Employees in New SMEs. *Journal of Small Business Management*, 43(2), 185-206.
- Sullivan, D.M. and Marvel, M. (2011). Knowledge acquisition, network reliance, and early-stage technology venture outcomes. *Journal of Management Studies*, 48(6), 1169-1193.
- Watson, S. and DeJong, P.F. (2011). Ethical Responses to Public Allegations of Skin Tone Manipulation in Print Advertising: Consumer Indifference or Consumer Concern? *Journal of Promotion Management*, 17(4), 396-406.

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.

- **Annual Business As a Calling Symposium**

The Business as a Calling Symposium is held annually and co-sponsored by the SBA Center for the Integration of Faith and Work and the Jacob Program for Professional Ethics in the College of Arts and Sciences. The symposium brings to campus a business executive who has integrated his/her faith and work. The executive discusses methods for creating a culture of integrity and social responsibility in an organization and challenges he or she has faced. This event is attended by all SBA first year students as well as upperclass students in the SBA and the College. Invitations are also extended to all UD faculty, staff, and students as well as to members of the business community.

- **Walk the Talk**

Luncheon sessions are held 6-7 times per semester during which business persons and students discuss case studies that include ethical dilemmas encountered in business. All seniors are required to participate and the sessions are open to all business students and faculty.

- **UN Global Compact sessions at annual Redefining Investment Strategy Education (RISE) Forum**

The University of Dayton has held the RISE Forum each year since 2001. This forum draws business students internationally to hear renowned business professionals speak about the economy, financial markets, corporate governance, international and emerging markets, and careers in finance. Hundreds of local business professionals also attend some of the major presentations. The United Nations Global Compact is a co-sponsor of the event and there is at least one session each year related to the work of the UN Global Compact.

At RISE 2011, Gavin Power, Deputy Director, UN Global Compact, was a panelist for a keynote session on Socially Responsible Investing, and Jonas Haertle, Head, PRME Secretariat and Coordinator of Networks, UN Global Compact, was a panelist discussing the UN Global Compact and the GRI.

At RISE 2012, conflicts made it impossible to have a representative from the UN Global Compact present, but there was a session entitled The UN Global Compact and the Global Reporting Initiative – the Ever-evolving Sustainable Investing and Reporting Landscape.

- **Partnerships for global understanding and contacts**

We have established partnerships with the Miami Valley International Trade Association, the Ohio Department of Development and the US Commercial Service to

assist with the education of our students about global issues both here and when they study abroad. We also engaged an officer of the Ohio Department of Development to teach an international business class and the students benefitted from his focus on the principles of PRME and a variety of speakers that he brought to the class.

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.

- **Hosted Renewing Mission and Identity in Catholic Business Education, June 18-20, 2012**

This international conference was the 8th International Symposium on Catholic Social Thought and Management Education. Hosted by the University of Dayton, it provided valuable discussion among faculty from business and the liberal arts about the direction of and incorporation of values into business education.

- **August 2011-December 2012 Ethics and the Business Profession Symposium**

This three semester seminar and working group of business and humanities faculty has included readings and discussions related to ways to better integrate ethics and Catholic Social Teaching into business courses. Those discussions have led to a pilot of a new format for the required business ethics course that is taught by faculty in philosophy and involves business faculty as facilitators for case discussions. In addition, new readings and modules are planned for other courses in the business core curriculum. A report to the deans of the College and Arts and Sciences and the School of Business Administration provides guidelines for continuing dialog and better integration among the disciplines.

- **Center for the Integration of Faith and Work Board of Consulters**

This advisory group for the Center for the Integration of Faith and Work was initiated spring 2011 and continues to provide dialog among educators and business professionals about services from the Center for the Integration of Faith and Work that would benefit business professionals.

- **Faith at Work Breakfast**

Our Center for the Integration of Faith and Work offered the first Annual Faith at Work Breakfast spring 2012. This breakfast meeting of business professionals from across the local area and faculty provided an opportunity to hear a speaker on faith in the workplace and to interact with one another.

III. Future objectives

- **Global Learning Opportunities through Business Experiences (GLOBE) Program**

A new study abroad program constructed around the principles of PRME for our undergraduate students has been approved and is in the planning stages. The program plans two weeks in Europe, two weeks in China/Japan and two weeks in Southeast Asia and the themes are described below:

The Program will directly subscribe to four of the Six Principles of PRME:

Principle 1: 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.

Through assigned readings, exercises, reflective writing, group work, and projects/research, students will be challenged to explore how globalization and the rise of the multinational company has affected indigenous cultures and lifestyles, and their future role as managers in influencing these affects. While courses and types of students (SBA at first, others to follow) will vary across years, these learning methods will likely remain in place.

Principle 2: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

The “Ten Principles” of the Global Compact (broadly addressing human rights, labor standards, the environment, and anti-corruption) will be the guiding framework for class discussions, company and embassy visits, and class projects.

Principle 3: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Through the research and execution of a student-led team, students in the Program will identify and deliver a high-impact community project that illustrates the PRME principles.

Principle 5: 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.

During visits to business enterprises in each Program stop, students will focus on best practices currently being used by a firm in corporate social responsibility. Where appropriate and by invitation, student teams may deliver material they author to executives or other targets of interest. The results of these studies may include a competitive analysis, a set of best practices in regard to the Ten Principles of the Global Compact, and some concrete suggestions for how their hosts can become part of the commitment demonstrated by membership in the Global Compact.

- **Intersession study abroad on PRME themes for first year students**

This new program has been approved and is being planned for intersession either 2012-13 or the next year. One of the primary themes will be sustainability.

- **Improved integration of business curriculum with liberal arts**

The University of Dayton is working toward implementation of a new Common Academic Program for all undergraduates and all programs are reviewing their curricula to find ways to improve the integration of courses in the majors with the liberal arts courses in the Common Academic Program. Themes for the Common Academic Program courses such as diversity and social justice and crossing boundaries between disciplines should support the principles of PRME.