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**DEAN’S MESSAGE**

It gives me immense pleasure to share our fourth Sharing Information on Progress (SIP) document with the PRME community. The Cotsakos College of Business of William Paterson University joined PRME in 2010, and has shared three SIP documents with our PRME peers in 2012, 2014 and 2017. We have made considerable progress in making issues of sustainability and social responsibility the cornerstones of our curriculum, and I am confident that this will be reflected in our SIP, as it has in our pedagogical, research and administrative practices.

Sustainability has been a cornerstone of many initiatives at the university level as well as the college level. William Paterson University has been a thought leader in areas such as solar energy generation, proactive recycling and energy conservation. The Cotsakos College of Business has developed several courses at the undergraduate and graduate level that incorporate sustainability into the curriculum. We are currently exploring a sustainability-based minor in our MBA program as well.

As the dean of Cotsakos College of Business, I strongly believe that efficiency and performance in the business world can be achieved without sacrificing the basic principles of social responsibility, sustainability and ethical behavior. I also believe that the university is the best place to impart these principles to students who have the potential to become the business leaders of successful firms.

Our pedagogical initiatives at the Cotsakos College of Business stress a variety of principles that are close to the mission of PRME. These include academic and intellectual honesty, ethical behavior, social responsibility, environmental sensitivity and global citizenship. We believe that a community of responsible and engaged institutions of higher learning can make a difference in the business climate, and are proud to be associated with PRME, and with the UN Global Compact. I look forward to a continued and fruitful association between the PRME and the Cotsakos College of Business.



Dr. Susan Godar, Interim Dean, Cotsakos College of Business

January 2020

**OVERVIEW**

The Cotsakos College of Business is one of five colleges at William Paterson University, which is one of the nine state colleges and universities in New Jersey, USA. William Paterson offers more than 250 undergraduate and graduate degree programs. Located in Wayne, New Jersey, the University enrolls more than 10,000 students and is accredited by The Middle States Association of Colleges and Schools.

The Cotsakos College of Business comprises around 1700 undergraduate students, 250 MBA students and 50 faculty, along with a variety of professional support staff. It has been accredited by the AACSB (Association to Advance Collegiate Schools of Business), and since 2005 it has been continuously rated among the “Best 294 Business Schools” in Princeton Review’s Guide to Graduate Business Schools.

The Cotsakos College of Business offers seven undergraduate bachelor of science business degree programs in accounting, finance, financial planning, global business, management, marketing, and professional sales. The College also offers a Bachelor of Arts degree in economics. At the graduate level the Cotsakos College of Business offers an MBA in seven concentrations; namely accounting, entrepreneurship, finance, general management, marketing, music management and general MBA.

The College offers programs that provide students with real-world business experience. Faculty members are recognized experts in their fields—often with significant industry experience. Their commitment to research and active engagement in consulting adds substantive value to the learning process. In addition, students can experience world financial markets firsthand through the Financial Learning Center, one of the pioneer trading room facilities in an academic institution. They can also take advantage of the sophisticated resources of the College’s Russ Berrie Institute for Professional Sales, one of the best behavioral sales laboratories in the country.

In 2010, the Cotsakos College of Business became a signatory to the Principles of Responsible Management Education (PRME) initiative of the United Nations Global Compact Academic Network. This constitutes the fourth SIP from the College, following the first three SIPs presented in 2012, 2014 and 2017.

**WILLIAM PATERSON UNIVERSITY AND PRME PRINCIPLES**

**The University’s Commitment to Environmental Sustainability**

William Paterson University's sustainability efforts began over 15 years ago with efforts aimed at energy and emissions reduction.  As leaders in education and environmental stewardship, students, faculty, and staff at William Paterson are committed to protecting and sustaining the environment through institutional processes, management of facilities, and curriculum. This leadership extends across the environmental spectrum from greenhouse gas reduction to preventing pollution of natural resources. The University is committed to sustainability through a formal policy and plan.  Goal 5f of the University’s Strategic Plan is to “Make the University a fully GREEN institution” over the next ten years.

New construction and major renovations must meet LEED Gold standards, at a minimum. The Science Hall West building received a Green Building Design Award and the renovated Science Hall East building was also recognized for its adaptive reuse with a Green Building Design award as well.  The recently constructed University Hall has been certified as LEED Gold.  Additionally, five buildings have been retrofitted with white roofs and roof mounted solar PV installations are planned for three of these buildings. All of the University’s solid waste recycling is tracked and measured as part of an aggressive program to continuously improve and cut waste to an absolute minimum while maximizing recycling and the reuse of materials. William Paterson is also pursuing food waste recycling to further reduce landfill waste.

 William Paterson’s initiatives fully engage students—in addition to staff and faculty—in creating and maintaining a sustainable campus. As students graduate from William Paterson and make their way across the globe, they will take these lessons with them and the impact will continue to grow.

In 2012, William Paterson University adopted a new strategic plan, and issues of environmental sustainability played a key role in its statement of core values. Referring to the issue of creating knowledge, the strategic plan reiterated:

*We strive to expand the boundaries of knowledge and creative expression in and outside of our classrooms. We help students think imaginatively and critically and encourage innovative solutions to social issues, the challenges of ecological sustainability and economic growth and ethical dilemmas confronting our communities, regions, nation and world.*

The University is a proud participant in the New Jersey Higher Education Partnership for Sustainability as well as the American College and University Presidents’ Climate Commitment, which establishes specific goals for becoming carbon-neutral.

The University has emerged as a thought leader in the area of solar energy. In June 2014, the Center for Continuing and Professional Education offered a special course on solar energy, which was attended by professionals across the region. William Paterson boasts of one of the largest solar energy facilities on any university campus in the US. The initiative is projected to save an estimated $4.3 million in energy costs over the next 15 years, while also reducing the University’s carbon footprint. The installation will be capable of supplying 3.5 megawatts of clean, low-cost energy. As of June 2017, the Solar Farm at William Paterson powers the university with 3 megawatts of energy and consists of solar arrays in the campus parking lots and on the rooftops of our buildings.

The University was named a finalist in the Second Nature Climate Leadership Awards competition, which recognizes the most innovative climate leaders among colleges and universities across the country. William Paterson was the only college or university in New Jersey that reached the finals. The video highlighted the University’s continuing efforts toward carbon neutrality, including conservation efforts that integrate sustainability across the curriculum.

In addition the Passaic County Board of Chosen Freeholders honored William Paterson for its ongoing commitment to sustainability in building and design, primarily for energy saving initiatives adopted in the renovation of its Science Hall.

In consideration of Climate Leadership, William Paterson has reduced greenhouse gas emissions 31 percent since 2007 and aims to achieve a 50 percent reduction by 2020. Energy efficiency technologies have helped the University reduce electrical consumption by over 30 percent and natural gas consumption by over 50 percent, and we continue to pursue further reductions. Over one-quarter of the University’s energy purchases come from renewable sources and a recently completed energy audit of 26 buildings has provided recommendations for further improvements to building efficiency.  The University has also committed to further energy reductions through a campus-wide LED lighting retrofit program.  Starting in the summer of 2016, this multi-year program was designed to transition all University buildings and parking lots to LED lighting.  When complete, energy consumption for lighting will be reduced by over 80 percent and the University’s overall energy consumption will be reduced by 30 percent, resulting in over $1 million dollars in savings per year.

To further conserve our natural resources, significantly reduce greenhouse gas emissions and reduce cost of trash hauling, Physical Plant Operations began exploring single-stream recycling and is now ready to move forward with the program.

**With single stream recycling, virtually any grade and volume of recyclable paper, plastic, glass and metal are able to be processed. Single stream recycling allows all recyclables – such as fiber (newspaper, magazines, office paper, phone books, flattened cardboard, junk mail, brown paper bags, paper cardboard and juice containers) and non-fiber (plastic bottles, glass bottles and jars, steel and aluminum cans, aluminum foil and pie tins, and tin and steel cans) to be placed into a single container for collection.**

These initiatives highlight the commitment of the University to environmental sustainability, and underscore the fact that a spirit of conservation pervades the University’s governance and activities.

**The University’s Pedagogical Initiatives In Environmental Sustainability/Social Responsibility**

The commitment of the University to environmental sustainability and conservation is also reflected in its pedagogical offerings. For example, the College of Science and Health at William Paterson offers a BS in Environmental Sustainability. The degree program is offered through the Department of Environmental Science. One required course in the program is described below:

*ENV 1100 ENVIRONMENTAL SUSTAINABILITY*

*An introduction to the study of environmental sustainability from the viewpoints of several disciplines of the natural sciences, the social sciences and humanities. These disciplines include biology, chemistry, physics, geology, soils, political science, economics, law, anthropology, sociology, and ethics. The course stresses a holistic view of the environment. The companion workshops include field trips and hands-on experiences that complement the materials in the lecture.*

**Other William Paterson Initiatives Linked to Social Responsibility**

The University prides itself on civic engagement, going beyond its boundaries to develop strong and engaging relationships with its community in areas relating to sustainability and ethics. We detail three such initiatives here, which have considerable participation from the Cotsakos College of Business as well.

*Choose NJ:* To help strengthen the economy of our state, the University has joined “Choose New Jersey,” a state organization designed to encourage economic growth throughout New Jersey, including a focus on making the state’s most distressed cities engines for economic growth and opportunity.

*City of Paterson:* Paterson is the city closest to William Paterson. It has a proud tradition of industry and diversity, and a national park; the Paterson Great Falls National Historic Park. In 2014, the University joined the park administration in a partnership aimed at generating greater use of the park’s historical, cultural and natural resources for purposes of education and conservation.

*Youth Outreach:* William Paterson has partnered with Passaic County in a coalition to prevent and reduce alcohol and drug abuse among youth. This is also in line with PRME initiatives that encourage relationships between educational institutions and broader communities in the service of fostering greater social responsibility.

**COTSAKOS COLLEGE OF BUSINESS INITIATIVES AND PRME**

**Linkages Between the Cotsakos College of Business Strategy And PRME**

The current mission of the Cotsakos College of Business partially reflects its commitment to values consistent with PRME:

*The Cotsakos College of Business builds upon the diversity of the metropolitan region to prepare students for successful careers in business. The College's programs incorporate academic excellence, experiential education, and professional enrichment, and are supported by the applied research of its faculty.*

The vision statement adopted by the Cotsakos College of Business further reflects its commitment to PRME:

* *The Cotsakos College of Business will be known across the region as a college of the highest quality, whose graduates are academically and professionally ready to take on the demands of the workplace of the twenty first century.*
* *Our programs and specializations will embody intellectual rigor as well as practical relevance.*
* *We will supplement our academic training with a variety of professional, co-curricular and extra-curricular opportunities for our students.*
* *We will be mindful of the global nature of the society and economy, and will incorporate issues relating to ethics, diversity and sustainability into our curriculum.*
* *Our faculty will produce research output that furthers academic, professional and pedagogical development. Likewise, our staff will adhere to the highest standards in administrative and technological support to the student body.*

We anticipate that our next strategic plan will incorporate specific language that reiterates our commitment to sustainability and responsible management education.

The Cotsakos College of Business is in the process of re-accreditation by the AACSB. In this process, and in line with the new AACSB standards, we are adopting newer learning goals, which emphasize the following:

* *Translating business knowledge into practice*
* *Interpersonal relations and teamwork*
* *Social responsibility*
* *Sustainability*
* *Political, regulatory, legal, and social contexts of organizations in a global society*

Our self-study report to AACSB emphasizes our membership of and commitment to the PRME.

**Cotsakos College of Business Pedagogical Initiatives and PRME**

Since the Cotsakos College of Business became a signatory to the PRME, we have sought actively to incorporate issues of ethics, social responsibility and environmental sustainability into our curricula. Many curricula have been re-vamped to incorporate issues of social justice. These include courses in business policy and strategy, international business, management of technology and the required core course on business ethics. Students have been encouraged to undertake independent studies related to matters of ethics and social responsibility.

We are retooling our curriculum to incorporate issues of corporate social responsibility (CSR) into regular courses such as “Principles of Management,” “Business Strategy and Policy” and “International Business.” In addition, we are restructuring our business ethics course to incorporate issues of sustainability. On the accounting/finance side, we are incorporating triple bottom line learning in our introductory courses.

We have offered a variety of “Professional Enrichment” programs, such as seminars on corporate citizenship, faculty research presentations on corporate social responsibility, and are widening our offerings in the areas of CSR and sustainability.

We plan to partner with local companies that offer initiatives such as internships and practicums on CSR and sustainability programs. We are also considering the development of executive education programs on business sustainability, reducing carbon footprints and employee training for sustainable initiatives, in line with programs already being offered by our continuing education program.

We have designed two new courses with the explicit aim of incorporating sustainability into the curriculum in an organic way. MGT 3550, titled “Values, Ethics and Sustainability,” is designed to increase awareness of values, ethics, beliefs and attitudes, and how they relate to issues of sustainability. Required by all business majors, it pays special attention to the way corporations can become agents of injustice and inequality in society, and conversely, how they can be transformed by individual actors and by institutional reforms. The course also analyzes sustainability at the institutional level, focusing on socially and structurally imbedded nature of corporate actions. This is a Writing Intensive Course. This course has rapidly emerged as a very important part of the College’s curriculum. In its first few semesters, it has gone off to a great start, with four sections being fully subscribed.

At the graduate level, we have redesigned our business strategy course, which is now titled, “Innovation, Strategy and Corporate Sustainability.” Required of all MBA students, this graduate course studies strategic management from the perspective of environmental sustainability, with an emphasis on the impact of innovation on corporate social responsibility. The course elaborates strategic management policies and processes that seek competitive advantages consistent with a core value of environmental sustainability. Firms that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders.

We hope to continuously emphasize sustainability in the curriculum through new embedded sustainability perspectives that are consistent with new research and findings in various business disciplines.

**Cotsakos College of Business Faculty Research and PRME**

The Cotsakos College of Business faculty members have been extraordinarily productive from a research standpoint, having produced over 500 unique publications from 2010 to 2019. Many members of the College have been actively researching issues of corporate social responsibility, ethics and responsible pedagogy. For example, our faculty colleague Professor Jorge Arevalo recently co-edited a prestigious book on sustainability:

Arevalo, J.A. & Mitchell, S.F. (eds) (2017) *Handbook of Sustainability in Management Education: In Search of a Multidisciplinary, Innovative and Integrated Approach*. Northampton: MA. Edward Elgar Publishing. (ISBN: 978 1 78536 123 4).

Likewise, a 2006 paper by Professor Rajiv Kashyap and Raza Mir titled “Toward a Responsive Pedagogy: Linking Social Responsibility to Firm Performance Issues in the Classroom” was published in the prestigious journal *Academy of Management Learning and Education*, and has been widely cited.

Over the past several years, the Cotsakos College of Business faculty have produced an impressive array of papers that fall within the PRME six principles and mandate. These include book chapters, conference presentations, and case studies. A non-exhaustive, but representative list of some of the recent publications published in peer-reviewed journals is listed below:

Abouk, R., Adams, S. (2017). Bans on electronic cigarette sales to minors and smoking among high school students. *Journal of Health Economics, 54*(3): 7–24.

Abouk, R., Adams, S. (2013). Texting bans and fatal accidents on roadways: Do they work? Or do drivers just react to announcements of bans? *American Economic Journal: Applied Economics, 5*(2), 179-199.

Andreopoulos, G., Andreopoulos, G. C., Panayides, A. (2013). The role of developing of the motivations of adoption in the Spanish context.Business Ethics, 22(1), 1-15; Journal of International Management Studies, 13(1), 1-13.

Arya, A., Sun, H., Chang, J., Finney, S. G. 2011. Stock option backdating at Comverse Technology: Ethical, regulatory, and governance issues. Journal of the International Academy for Case Studies*17*(1), 55-64.

Ayuso, S., Roca, M., Arevalo, J. A., Aravind, D. (2016). What determines principle-based standards implementation? Reporting on global compact adoption in Spanish firms. Journal of Business Ethics, 133(3), 553-565.

Florenthal, B., Arling, P. (2011). Do green lifestyle consumers appreciate low involvement green products? *The*Marketing Management Journal*, 21*(2), 43-53.

Fresneda, J., Korschun, D., Kothandaraman, P. (2016). CSR as an adaptive selling tool: A novel framework and a robust analysis proposal. In *Celebrating America’s pastimes: Baseball, hot dogs, apple pie, and marketing?* (pp. 373-387). City, State: Springer International Publishing.

Kashyap, R. Mir, R., Iyer, E. (2017). Dynamics of value creation, capture, and erosion: Towards a theory of firm sustainability. In C. Campbell (Ed.) The customer is NOT always right? Marketing orientations in a dynamic business world. pp. 864-874. *Proceedings of the World Marketing Congress*, Reims, France. Amsterdam, Netherlands: Springer.

Kashyap, R., Mir, R., Iyer, E. (2012). Interrogating sustainability: Fad or value generator? International Journal of Business Insights and Transformation, *4*(3), 22-29.

Kothandaraman, P., Kashyap, R., Singh, R. (2012). Bringing “social” into sales: The impact of salespeople’s social media use on service behaviors and value creation.The Journal of Personal Selling & Sales Management, 32(3), 333.

**Laud, R., Schepers, D. (2009).** Beyond transparency: Information overload and a model for intelligibility***.* *Business and Society Review*, *114*(3), 365-391.**

Mir, R., Mir, A. (2013). The colony writes back: Organization as an early champion of non-Western organizational theory. Organization,*20*(1), 91-101.

Snyder, T. (2013). What role did financial innovations and deregulation have in the recent housing, financial, and economic crisis? Journal of Modern Accounting and Auditing.

Taran, Z. & Betts, S.C. (2015) ‘Corporate Social Responsibility and Conflicting Stakeholder Interests: Using Matching and Advocacy Approaches to Align Initiatives with Issues’ *Journal of Legal, Ethical and Regulatory Issues 18(2),* pp. 55-62.

Watad, M. (2012). Cross-sector leadership: An innovative stakeholder approach for corporate social responsibility. Presented at the International Congress on Social Diversity,” Santiago de Compostela, Spain, December 2012.

In the past few years, the College’s faculty has been augmented by several new hires, many of whom are active researchers in the PRME traditions. We expect our research output in the area of sustainability to grow significantly in the next few years.

**Cotsakos College of Business and Sustainability-Related In-House Conferences**

The Cotsakos College of Business represents a vibrant and engaged research community, where faculty members are encouraged to share their research ideas and insights with their colleagues. To that end, we have facilitated sharing of research related to social responsibility among faculty members in multiple forums.

Moreover, to mark the event of the College’s admittance into the PRME initiative, the Dean’s Office has been committed to holding a formal in-house event called “Sustainability Day,” where faculty and students are exposed to specific issues relating research on sustainability from internal and external research participants.

The first Sustainability Day was held on March 24, 2011, where we had three presentations. Professor Rajiv Kashyap made a scholarly presentation titled “Sustainability: The New Business Imperative,” discussing ways in which sustainability could be incorporated into faculty research. Then, Lou Poandl, the director of Physical Plant Operations, gave a presentation titled” Sustainability Initiatives at WPU,” where he shared information on how the University was reducing its carbon footprint. Finally, Greg Mattison of the University’s Instruction & Research Technology department spoke on “The Role of Sustainability in Fostering Market Stability.” The presentations were open to faculty, students and staff, and were well attended, including by adjunct faculty and external colleagues.

The second Sustainability Day was held on April 12, 2012. Here, the Cotsakos College of Business invited Param Srikantia, professor of business administration, Baldwin-Wallace College, Ohio, to speak on the topic “Sustainability: Profound Secrets from Distant Lands.” The talk was attended by a large number of faculty, students and staff.

The third Sustainability Day at the Cotsakos College of Business was held in April 2013. Professor Clinton Andrews of Rutgers University spoke on the topic of “Sustainable Consumption.” His talk dovetailed with the College’s initiatives on energy efficiency.

The fourth Sustainability Day was held in April 2014. Will Pesce ‘73, a member of the William Paterson University Board of Trustees and retired president and CEO of John Wiley and Sons, spoke on the topic “Leading with Your Mind, Heart and Values.” In 2014, Pesce and his family made a generous gift to the University to support a mentoring institute. This reflects a commitment that is in line with the PRME mandate.

For the fifth Sustainability day in 2015, Sunil Robert, a professional with Tata Consultancy Services, spoke to graduate and undergraduate students on “Ethical Communication,” focusing on the ethical pitfalls surrounding communicative activities in the digital era.

In April 2016, we had a talk by Dr. Hari Bapuji of the University of Manitoba. Dr. Bapuji spoke on the topic of “Rising Income Inequality,” and its effect on corporate sustainability initiatives.

In November 2017, Mr. Dan Charleston, CEO of DJC Capital Holdings, LLC, an independent financial management company delivered an executive lecture on responsible conduct and ethical behavior in the financial sector.

In October 2018, Mr. Ali Kazmy, an executive leader with nearly 30 years of experience and strong track record of success protecting banks from compliance risk in anti money-laundering (AML), terrorist financing, Bank Secrecy Act Violations, and fraud, spoke to our students on issues pertaining to ethical conduct and social responsibility.

In 2020, we hope to continue to foster the production and sharing of research insights in this area, and we will use in-house conferences extensively to achieve this goal. In addition, we continue to organize several professional enrichment workshops aimed at helping students incorporate social responsibility issues into their life goals and career goals.

**Cotsakos College of Business and Diversity**

At the Cotsakos College of Business, we consider diversity to be a cornerstone of our socially responsible initiatives, in line with the philosophy of the PRME and the UN Compact. The College is characterized by a high level of demographic diversity, in terms of its faculty, staff and students. This is in line with the broader strategic goals of the University, which is explicitly committed to achieving demographic diversity and equity, as outlined in the University’s vision, mission and diversity statements.

As early as April 2003, the Cotsakos College of Business established a Committee on Diversity for the purpose of ensuring demographic diversity and equity. The formation of this committee was driven by the College-wide recognition that outreach initiatives were critical in order to reach pools of qualified minority faculty candidates. The committee’s subsequent charge is to address [foster] issues of diversity as it pertains to hiring processes and student recruitment in the College.

The College actively supports diversity in its set of academic courses and also professional activities. For example, thus far, all Cotsakos College of Business undergraduate majors must complete MGT 3550 – Values, Ethics, and Sustainability, which will also incorporate diversity and sustainability issues. Furthermore, all students, as part of the University Core Curriculum requirements, must complete a course in Diversity and Justice. College activities that foster diversity include the “Women in Business” seminar. The University also has many programs and services to meet the needs of its diverse student body, including those sponsored by the Office of Minority Education and Diversity, and the Women’s Center.

As part of our diversity initiatives, the Cotsakos College of Business has attempted to leverage our diverse faculty and international connections to enhance student experiences. We have signed MOUs with several Chinese universities and aim to utilize our sales and financial training programs as gateways to our degree programs for foreign students. We aim to expand our study abroad programs to enrich our students’ appreciation of global cultures and markets.

**Plans of the Cotsakos College of Business With Respect To PRME**

The Cotsakos College of Business is very proud to be part of the PRME initiative. To that end, we have put together a variety of future plans of the College relating to PRME-led initiatives. These include:

* Incorporating sustainability in the MBA curriculum: We are working towards developing a minor in sustainability for our MBA in general business, hopefully as a stepping stone toward offering a complete MBA in sustainability. This minor will be interdisciplinary in character, and will incorporate courses in finance, accounting, management and marketing.
* Student clubs aimed at social responsibility and sustainability: We will actively explore the possibility of fostering student groups that will be involved in PRME-type initiatives. We aim to revive our ENACTUS student chapter to encourage social entrepreneurship. Possible areas of interest include recycling and conservation, public interest advocacy, climate change awareness, environmental law, initiatives against animal cruelty, food initiatives, and energy conservation.
* Linkages with other departments and colleges: We intend to partner further with other colleges such as the College of Science and the College of Education to develop and lead interdisciplinary initiatives that will make the entire university a leader in the region in areas of sustainability.
* Microsite on sustainability: In the near future, we intend to develop a microsite on the College’s server that will serve as a clearinghouse on all sustainability-led matters. Thus, anyone wishing to view all of College’s initiatives, offerings and resources on sustainability will have a one-stop destination that will guide them.
* Improving linkage with PRME: We have sent faculty representatives to PRME meetings in past years. This has led to a lot of information exchange, and has jumpstarted our sustainability initiatives considerably. We will continue to remain actively involved in PRME, and send faculty representatives to PRME Summits, where they can participate in information exchange and joint initiatives.
* Faculty research: We will coordinate and encourage faculty research on issues relating to sustainability and social responsibility, and facilitate information exchange between faculty and local businesses as well as diverse student groups within the College and the greater William Paterson community.
* Future curricular development: We will explore all possibilities to build on our momentum incorporating PRMR ideas into our curriculum, both at the undergraduate and graduate levels.

**APPENDIX 1: OUTLINE OF AN MBA COURSE PROPOSED AND ADOPTED AT COTSAKOS COLLEGE OF BUSINESS AS A RESULT OF SUSTAINABILITY-RELATED INITIATIVES**

(This course was first offered in Fall 2016, and was revamped in 2019. We encourage any PRME institution that wishes to adopt similar courses in their curriculum to use ours as a template)

**Course Outline**

**Department of Marketing & Management Sciences**

1. TITLE OF COURSE & COURSE NUMBER: Innovation, Sustainability, and Strategy, MBA 7030

2. DESCRIPTION OF COURSE: The course studies strategic management from the perspective of environmental sustainability, with an emphasis on the impact of innovation on corporate social responsibility. Sustainable Strategic Management refers to strategic management policies and processes that seek competitive advantages consistent with a core value of environmental sustainability. Firms that pursue sustainable strategic management base the formulation, implementation, and evaluation of their strategies on an analysis of the ecological issues they face, the values they hold that support sustainability, and the ecological interests of their stakeholders.

3. COURSE PRE-REQUISITES: Choose pre-requisites as appropriate.

4. COURSE OBJECTIVES: The objectives of this course are to introduce students to the foundations of sustainable strategy. These include:

* The Foundations of Sustainable Strategic Management: An introduction to the science of sustainability.
* Innovation and Sustainability: The way in which corporations can make calculate investments to achieve sustainability in their operations
* Formulating Sustainable Strategic Management: Environmental analysis for sustainable strategic management.
* Implementing and Evaluating Sustainable Strategic Management: Systems for sustainable strategic management, sustainable R&D, procurement, operations, and infrastructure systems.
* Evaluating Innovative and Sustainable Strategic Management: Sustainable performance measurement; sustainable MIS and HRM.
* The Challenges of Innovative Sustainability: Latest scientific, corporate and governance-related challenges pertaining to sustainability.

5. STUDENT LEARNING OUTCOMES: Upon completion of this course, students will be able to:

1. Analyze the elements of strategy that pertain to the intersection between innovation and environmental sustainability.
2. Incorporate the role of innovation into sustainable firm strategies.
3. Formulate firm-level strategy using tools compatible with sustainability at the corporate, business and functional levels of the firm.
4. Develop the building blocks of the implementation of innovative, sustainable strategy.
5. Formulate actionable metrics for the evaluation of innovative sustainable strategy, including triple bottom line, social accounting techniques and environmental impacts such as carbon footprints.
6. Link firm-level strategies to governmental and institutional demands related to sustainability and responsible corporate behavior
7. Develop and write a strategic plan for a business choosing to adopt an innovative and sustainable strategy.

6. TOPICAL OUTLINE OF COURSE CONTENT: Professors will select from the following topics, with flexibility in ordering the topics according to importance:

1. CEO roles and responsibilities in innovative sustainable strategic management; roles and responsibilities of boards in sustainable strategic management; missions, goals and strategy formulation in sustainable strategic management).
2. Macro environmental analysis; industry and competitive analysis; environmental forecasting.
3. Linking innovation through strategy in analyzing inventions, inputs, governance systems and
4. The strategic aspects of the triple bottom line and other modes of performance evaluation.
5. Global warming data, legal and institutional frameworks, and the emerging challenges of sustainability to corporate behavior.

7. GUIDELINES/SUGGESTIONS FOR TEACHING METHODS AND STUDENT LEARNING ACTIVITIES: The content of this course lends itself to active learning approaches with specific emphasis on creative and interactive web based exercises, discussion boards, live web projects and case analysis methods. Instructors may use a combination of lectures and discussions, and live web based individual and group projects to effectively enhance student learning.

8. GUIDELINES/SUGGESTIONS FOR METHODS OF STUDENT ASSESSMENT: Student learning in the course should be assessed by a combination of quizzes, discussion boards, exams, individual and group projects, and student presentations of digital marketing plans.

9. SUGGESTED READINGS, TEXTS, & OBJECTS OF STUDY: The following can be considered as a lead textbook for the course:

John R. McIntyre, Silvester Ivanaj and Vera Ivanaj (2013). *Strategies for Sustainable Technologies and Innovations*. New York: Edward Elgar Press. **I**SBN-10: 1781006822.

Two alternative textbooks to consider are:

Stead, J. G., & Stead, W. E. (2013). *Sustainable strategic management (2nd Edition)*. New York: ME Sharpe.

Sanders, N. R., & Wood, J. D. (2014). *Foundations of Sustainable Business: Theory, Function, and Strategy*. New York: John Wiley & Sons.

In addition, instructors can use corporate statements on sustainability (e.g. <http://www.unilever.com/sustainable-living-2014/>) as supplementary materials. There are a number of video resources available in the public realm that carry a lot of pedagogical value and that can be used in the classroom (e.g. <https://www.youtube.com/watch?v=_5r4loXPyx8>). Papers included in the bibliography also provide similar help to students in this regard.

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Halme, M., & Korpela, M. (2014). Responsible Innovation Toward Sustainable Development in Small and Medium-Sized Enterprises: A Resource Perspective. *Business Strategy & The Environment*, *23* (8), 547-566.

Zheng, C., & Kammen, D. M. (2014). An innovation-focused roadmap for a sustainable global photovoltaic industry. *Energy Policy*, *67:* 159-169.

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**APPENDIX 2: OUTLINE OF AN UNDERGRADUATE COURSE PROPOSED AND ADOPTED AT THE COTSAKOS COLLEGE OF BUSINESS AS A RESULT OF SUSTAINABILITY-RELATED INITIATIVES**

(This course was first offered in Fall 2014, and revamped in 2019. We encourage any PRME institution that wishes to adopt similar courses in their curriculum to use ours as a template)

# TITLE OF COURSE AND SUGGESTED COURSE NUMBER: Values, Ethics and Sustainability; MGT 3550.

DESCRIPTION OF THE COURSE: This course is designed to increase awareness of values, ethics, beliefs and attitudes, and how they relate to issues of sustainability. It will pay special attention to the manner in which corporations can become agents of injustice and inequality in society, and conversely, how they can be transformed by individual actors and by institutional reforms. The course will also analyze sustainability at the institutional level, focusing on socially and structurally imbedded nature of corporate actions. This is a Writing Intensive Course.

COURSE PREREQUISITES: Business Major, MGT 2000, and MKT 2100.

COURSE OBJECTIVES:

1. Create an awareness of the personal challenges encountered in decision-making in morally complex situations.
2. Analyze the structural forces that produce unsustainable and unethical practices in organizations, and evaluate ways in which these can be institutionally tackled.
3. Deepen student understanding of the role of personal values and ethics and how they shape their decisions. Diagnose and develop these traits.
4. Critically evaluate corporate actions in the arena of sustainability, and differentiate between genuine and fraudulent initiatives.
5. Consider strategies, arguments and implementation planning for acting ethically in the service of sustainability.

STUDENT LEARNING OUTCOMES:

Upon completion of this course, students will be able to

1. Identify and recognize ethical dilemmas in morally complex business situations.
2. Articulate their own values and show how they would affect morally ambiguous business decisions, especially those that relate to sustainability.
3. Demonstrate knowledge of professional ethical codes of conduct.
4. Demonstrate an understanding of the impact of organizations on people and their natural environment.
5. Evaluate the global dimensions of sustainability, including corporate malfeasance in poor nations, differential labor and environmental standards, commodity fetishism, and ways in which corporations can be globally governed.

The course will incorporate the following writing-intensive objectives:

1. Students will use writing-to-learn strategies (such as brainstorming, free-writing, reading logs, etc.) to develop understanding of course content and to think critically about that content.
2. Students will use drafting, revising, editing and other writing processes to develop final writing products appropriate to the discipline, such as thesis-driven essays, formal reports, or professionally formatted manuscripts.
3. Students will use research and documentation skills where they may be necessary and integrate them through paraphrase, quotation and citation, in accordance with the conventions of the discipline.

TOPICAL OUTLINE OF COURSE CONTENT:

The following items will be covered during the semester, but individual professors will select the order of content coverage:

1. The Financial Impact of Effective (or Ineffective) Sustainability Management
2. Environmental, Health and Safety, and Social Equity Laws and Regulations
3. Income Inequalities in the United States and their Impact on Corporate Behavior
4. Global Labor and Environmental Issues, Including Issues of Inequality and Exploitation
5. Outsourcing, Sustainability, and Global Corporate Governance

GUIDELINES/SUGGESTIONS FOR TEACHING METHODS AND STUDENT LEARNING ACTIVITIES:

The content of this course lends itself to a combination of lecture/discussion, reflective essays, one-minute thought papers, and case solving methods. Individual and group projects can be effectively used to enhance student learning.

Written assignments:

Since this course is being offered as a writing intensive component of the UCC, it might be useful to clarify ways in which students will be given the chance to write-to-learn. In this course, 40 percent of the grade will be determined by writing assignments. There are two types of writing assignments. In the first, students will be offered 10 written assignments. They may submit any six, which will be graded for 2.5 points each. The write-ups should all be between 450 to 500 words, and professionally produced. Three of these assignments will be graded as drafts, and students will have the option of resubmitting them to improve their writing skills and get a better grade. For one of the assignments, they will be required to spend active time with the professor, to discuss their problems, and improve on specific areas where they had shown weaknesses. In second type, each student will be required to submit a 3,000-word write-up at the end of the semester on a topic related to sustainability, from a small list offered by the professor. This write-up will require library research, extensive reading, and the ability to frame an argument about sustainability. In this longer report, students will be expected to combine the insights derived from the course with their research. This will involve submission of an initial draft, which will be marked and given back so that students can improve their writing abilities through revision and reflection. The second assignment comprises 25 percent of the grade.

GUIDELINES/SUGGESTIONS FOR METHODS OF STUDENT ASSESSMENT:

Student learning in the course will be assessed by a combination of written assignments, exams, individual and group projects, and/or student presentations of current marketing applications. The course will be an integral part of the course-embedded assessment program currently deployed in the College of Business.

SUGGESTED READINGS, TEXT & OBJECTS OF STUDY:

There are a wide variety of textbooks that cover this material. For instance, the following text is recommended:

*Creating a Sustainable Organization: Approaches for Enhancing Corporate Value Through Sustainability* by Peter A. Soyka (2012). ISBN-10: 0132874407. Publisher: FT Press. Any textbook used will be supplemented by a variety of readings, including journal articles, reports from the popular press and case studies.

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