



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS™

College of Business Administration

**Principles of Responsible Management Education
(PRME)**

**Second Sharing Information on Progress (SIP)
Report 2018 - 2019**



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

COLLEGE of BUSINESS ADMINISTRATION

1001 Leadership Place
Killeen, Texas USA

April 1, 2019

Dear PRME Colleagues:

A&M–Central Texas is pleased to submit its second Sharing Information on Progress Report. We reaffirm our support of the PRME principles and have been hard at work implementing them within our college since becoming a signatory in December 2014. This report documents our progress since the initial report was submitted in March 2017.

During this reporting period we are most proud of curriculum changes that have been made related to sustainability. Our new Master of Science in One Planet Leadership has been approved through the curriculum process and accepted its first cohort of students in fall 2018. We recently hosted our first international conference on sustainability, called SUSTEX, where international scholars interacted with our faculty and local business and governmental leaders to discuss leading trends in sustainability education.

We continue to remain committed to the PRME principles and believe our progress demonstrates this commitment. We welcome any questions you or our PRME colleague schools have about our report.

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University Mission, Vision and Core Values

The University approved a new Strategic Plan for the period 2018-2022 and included within it, revised Mission, and Vision Statements. Those below are from this most recent Strategic Plan.

Mission

Texas A&M University-Central Texas is a public, upper-level university offering baccalaureate and graduate degrees important to the region and the state. It is committed to high quality, rigorous, and innovative educational programs delivered in a variety of instructional modes to a diverse student population through exceptional teaching, service, and applied scholarship. With an emphasis on community engagement, the university employs emerging technology to enhance student learning and to nurture its partnerships with regional community colleges, the military presence in its region, and the community at large.

Vision

Texas A&M University-Central Texas will achieve national recognition as an upper-level university, offering high quality and affordable undergraduate and graduate educational programs to address regional and statewide needs.

Core Values (note these stayed the same from the previous Strategic Plan)

Excellence and Achievement: *We strive to continuously improve, innovate, and exceed expectations.*

Compassion: *We care about the feelings of others. When others are suffering, we empathize and offer help.*

Integrity: *We conduct ourselves in an ethical and respectful manner.*

Knowledge: *We provide educational experiences to encourage lifelong learning and intellectual curiosity.*

Diversity: *We respect and value both differences and similarities in our students, co-workers, and other stakeholders.*

Initiative: *We encourage the involvement and the contribution of each employee. We create a workplace where every employee can share a sense of ownership.*

Collaboration: *We develop and maintain partnerships to serve the needs of our students, faculty, staff, and external stakeholders.*

Background

Texas A&M University – Central Texas was born in the spirit of community cooperation on September 1, 1999, as Tarleton State University – Central Texas and became a stand-alone university on May 27, 2009, one of eleven universities within The Texas A&M University System. Texas A&M University – Central Texas (A&M-Central Texas) is an upper-level institution offering junior and senior-level coursework needed to successfully complete baccalaureate degrees and all coursework leading to the completion of graduate (master's and specialist) degrees. A&M – Central Texas became a separately accredited institution in June 2013 through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), retroactive to January 1, 2013. The University passed a SACSCOC reaffirmation visit in Spring 2018 with no recommendations.

The College of Business Administration (COBA) is one of three Colleges housed within the Division of Academic Affairs at Texas A&M University – Central Texas. COBA offers the following degrees: Bachelor of Applied Arts and Sciences (BAAS), Bachelor of Business Administration (BBA), Bachelor of Science (BS), Master of Business Administration (MBA), Master of Science (MS). Specific undergraduate degree majors are available in Accounting, Aviation Science, Business Management (BAAS), Computer Information Systems, Computer Science, Interdisciplinary Business, Management, Marketing, and Human Resource Management. In addition to the general MBA degree, graduate specialty (M.S.) degrees are offered in Accounting, Information Systems, and One Planet Leadership.

The student population at A&M-Central Texas is diverse and growing, serving 2,575 students in 2018, with 1,581 (61%) of students in COBA. Of those students, 41% are white, 23% African American, 27% Hispanic, and 9% other. More than 5,500 students have graduated with a baccalaureate or graduate degree since 2009.

In addition to the new campus that is located on 673 beautiful acres of land at the intersection of State Highway 195 and State Highway 201 in Killeen, Texas, classes are offered at several other convenient sites, including Fort Hood and the East Williamson County Higher Education Center in Hutto, TX. The university provides flexible course schedules, including online, hybrid, evening, and weekend classes.

Full-time faculty, advisors and support staff are available to assist students with admission, financial aid, degree plans, and career planning. As an upper-level institution, Texas A&M University – Central Texas has developed agreements with Central Texas College, Temple College, Texas State Technical College-Waco, and Austin Community College to enable a seamless transfer without the loss of credits. In addition, Texas A&M University – Central Texas faculty and staff actively engage in dialog with representatives from area community colleges to monitor instructional needs and to ensure appropriate access to educational opportunity at all levels.

The College is currently accredited by the Accreditation Council for Business Schools and Programs (ACBSP) and has decided as its top strategic priority to seek accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

COBA MISSION STATEMENT*

The College of Business Administration at Texas A&M University-Central Texas shares with the University its commitment to provide the Central Texas region, and beyond, affordable access to a high-quality, student-focused learning environment where students have the opportunity to acquire the knowledge and competencies necessary to succeed in the global business environment.

Our Mission is supported by:

- *Affordable education at the upper division and graduate levels that lead to Baccalaureate and Masters Degrees, as well as professional certificates.*
- *A student-focused learning environment fostered through small class sizes, flexible course offerings, high-quality student engagement, and excellence in teaching.*
- *Faculty scholarship that provides relevant, cutting-edge knowledge and skills to students while adding value to the profession.*
- *Service activities that foster the growth of the University, strengthen ties with our stakeholders, and enhance the professional disciplines.*
- *A diverse student population including wide representation from military affiliated and non-traditional backgrounds.*
- *Promoting ethical behavior that is essential in today's business environment.*

*Updated Mission Statement approved at Faculty Retreat March 2016

VISION STATEMENT*

COBA: Inspiring Leadership for Texas and the World

*Updated Vision Statement approved by COBA faculty January 2019

COBA 2015 – 2020 Strategic Plan

The priority areas for COBA for the period 2015 – 2020 and its associated overarching goal statements are:

Goal 1: Accreditations

The College of Business Administration is committed to maintaining ACBSP accreditation while pursuing AACSB accreditation. In addition, COBA will support TAMUCT's effort to gain SACSCOC reaccreditation.

Goal 2: Academic Excellence

The College of Business Administration engages in continuous improvement with the goal of being known for quality academic courses and programs.

Goal 3: Faculty Excellence

The College of Business Administration promotes a culture that celebrates faculty excellence in teaching, scholarship, and service.

Goal 4: Student Success

The College of Business Administration has programs that are tailored to the needs of students, and foster an environment for scholastic achievement and student success.

Goal 5: Community Engagement

The College of Business Administration Faculty and students actively engages in community-based programs and research to promote regional economic development, and ethical socially responsible behavior.

Strategic Progress on PRME Principles

PRME Principle 1 | Purpose

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

Principle 2 | Values

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

Principle 3 | Method

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

ACCOMPLISHMENTS: Two major accomplishments in the curriculum arena highlight our continuing commitment to these three principles.

- **Master of Science/One Planet Leadership:** In 2016 a Task Force was formed of faculty teaching in the then Master of Science in Management and Leadership to convert this program to a Master of Science in One Planet Leadership. The faculty researched and created new curriculum content in all aspects of the degree (see Appendix 1 for curriculum and new course descriptions). These new courses contain updated cases, teaching materials and methods conducive to the learning outcomes of the program. These changes were successfully sheperded through the College, and University level curriculum change processes and all approved. The new curriculum was introduced in Fall 2018 with a its first cohort of students. The overview for the OPL Masters highlights its commitment to responsible leadership for the future based in the triple bottom line and the UN Sustainable Development goals:

The M.S. in One Planet Leadership program provides a relevant, cost-effective, and unique graduate education experience. With a focus on sustainability principles, it is a program that challenges students to explore the complex task of creating and leading learning organizations that seek to maximize employee well-being, social responsibility, and performance excellence – the triple bottom line or People, Planet, and Profit.

‘One Planet Leadership’ articulates a positive vision for the role leaders can play in enabling humanity to live sustainable lifestyles in harmony with nature and ecological limits. Our Program’s emphasis is on awareness and action; that today’s leaders should actively seek to change the world for the better. From this perspective the very definition of leadership is extended to those who seek sustainable development

and change, regardless of role or position, to build the kind of world that we want to live in and that we want our children and grandchildren to inherit.

More information about the One Planet Leadership program can be found at <https://www.tamuct.edu/degrees/graduate/one-planet-leadership.html>

- **MBA Course Requirement added “Ethics and Responsibilities of Leadership”:** As reported on in our first SIP report, a number of individual courses in our MBA program have activities related to ethics and social responsibility. The faculty in the Department of Management and Marketing, however, did not feel this was enough and with our new commitment to PRME, we undertook a curriculum change to begin requiring all MBA students (currently our largest graduate program) to take the MGMT 5307 course titled “Ethics and Responsibilities of Leadership”. Effective our 2018 catalog, all MBA students are required to take this course. The course level learning outcomes for this course speak directly to the abilities of future leaders to promote global social responsibility. In addition, the methods include heavy emphasis on practical applications of the theories so that future managers and leaders can implement ethical cultures within their organizations as their careers progress; among the activities are a social and ethical audit of a business or non-profit organization. The learning outcomes for the course include:
 - *Define key ethical and moral reasoning frameworks and explain their impact in the business setting.*
 - *Identify and describe key elements of an effective organizational ethics program.*
 - *Evaluate your own approach to ethics and values, and the implications for your career.*
 - *Apply the “Giving Voice to Values” framework to organizational scenarios.*
 - *Analyze and critique real-case situations regarding ethical, social responsibility and sustainability leadership.*
 - *Explore avenues to remedy social issues using stakeholder coalitions and responsible leadership.*
 - *Recognize innovative approaches to sustainability challenges.*
 - *Recognize advanced stages of corporate citizenship performance.*
 - *Perform an ethical and social audit of an organization and recommend improvements based on findings.*

PRME 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.

ACCOMPLISHMENTS: In addition to several major publications and presentations in the ethics and sustainability fields (noted below), we are especially proud of an initiative undertaken by our University Center of Applied Research (UCARE) that was led by COBA faculty, with involvement from our Marketing Research Club. The description below highlights the local impact and partnership aspects of the project, along with associated scholarly work:

Florence Water Conservation Project: The City of Florence project was done under the auspices of the University Center for Applied Research and Engagement (UCARE), a dedicated center committed to university and community collaborative partnerships. The purpose of the research has been to study the optimization of water resources for the City of Florence, Texas. The research focuses on developing a water balance simulation model to evaluate the effectiveness of Decentralized Rainwater Harvesting Systems (DRHS) for rural areas. DRHS households purchase their own rain barrels to collect rainwater to supplement certain water demands. A simulation model is proposed and aims to determine the optimal rain barrel size and estimate the amount of water that can be collected at an individual household. This research is a contribution to both the public management and sustainability literature. Mr. Elvis Ochoa, a graduate assistant with UCARE and MBA student, presented the City of Florence research at the Texas A&M University System Pathways student research conference at West Texas A&M University in Canyon, Texas, in November 2018. Mr. Ochoa's poster won the second-place graduate award for Business and Computer Information Systems. The paper published by Drs. Gonela, Salazar and Altman is cited below.

As an additional part of the City of Florence/UCARE project, the Marketing Research Club under its faculty advisor, Dr. Wei, developed a Water Conservation Awareness Campaign Proposal to aid the efforts of water conservation within the city limits of Florence. The campaign consists of three major components: 1) a pre-survey to gauge the Florence residents' awareness and attitudes toward water conservation, 2) a water conservation awareness campaign to educate the residents about the importance of water conservation and tips on how to conserve water, and 3) a post-survey to gauge the effectiveness of the awareness campaign. The water conservation awareness campaign contains both traditional media (storyboards, brochures, and water bill inserts) and emerging media (Facebook engagement, website, and online presence). The campaign aims to help educate the youth, families, and citizens in finding the common goal to provide a sustainable and prosperous future for Florence.

Faculty Publications and Presentations:

Altman, B.W. (2017). "Promoting Leadership for Sustainability via "Momentum for Change" Awards Project". Innovative Practice Paper Presentation at Association of Leadership Educator's Annual Conference, Charleston, SC.

Altman, B.W., Salazar, D., Liou, R.S., McPherson, R. & Robin, J. "Integrating Service Learning Across the Curriculum to Achieve Impactful Student Learning Experiences" (2017). Presentation at Southwest Academy of Management meeting in March 2017, Little Rock, AR.

Ang, T., & Wei, S. (2017). Increasing customer citizenship behavior: Do life events matter?. *Society for Marketing Advances (SMA) Conference Proceedings*, November, Louisville, KY.

Fry, L. & Egel. (2018). *Global Leader and Leadership Development for Sustainability*. Workshop, International Leadership Association Conference, Palm Beach, Florida.

Fry, L. & Egle, E. (2017). Spiritual Leadership: Embedding Sustainability in the Triple Bottom Line. *Graziadio Business Review*, 20, 3.

Fry, L. & Egel, E. (2017). A Model of Leadership for Sustainability. Paper presentation, International Leadership Association, Brussels, Belgium.

Gonela, V., Salazar, D., Zhang, J., Osmani, A., Awudu, I., & Altman, B. (2018), Designing a Sustainable Stochastic Electricity Generation Network with Hybrid Production Strategies. *International Journal of Production Research*, 1-23.

Jancenelle, V.E., & Javalgi, R.G. (2018) The effect of moral foundations in prosocial crowdfunding. *International Small Business Journal*.

Jancenelle, V.E. (2018). Cueing Morality during Times of Earnings Uncertainty: Are All Moral Foundations Recognized Equally by Shareholders?. Presented at the 78th annual meeting of the Academy of Management. Chicago, IL.

Jancenelle, V.E., & Javalgi, R.G. (2018). The effect of moral foundations in prosocial crowdfunding. Presented at the 78th annual meeting of the Academy of Management. Chicago, IL

Orudzheva, L., Salimath, M. S., & Pavur, R. (2018). Vortex of Corruption: Longitudinal Analysis of Normative Pressures in Top Global Companies. *Journal of Business Ethics*, 1-23.

Orudzheva, L. and Gaffney, N. (2018). Country-of- Origin and CSR Initiatives: A Social Dominance Perspective. *Social Responsibility Journal*, 14(3), 501-515.

Orudzheva, L., Salimath, M., and R. Pavur. (2017) Perpetuation of Corruption: Longitudinal Analysis of Normative Pressures in Top Global 500 Companies. Presented at the Academy of Management annual meeting in Atlanta, GA.

Salazar, D., & McPherson, R. (July, 2017). Exploring a college-wide initiative: Driving service learning pedagogy across the business curriculum. The Twenty-Fourth International Conference on Learning. Honolulu, Hawaii: University of Hawaii.

Wei, S., Ang, T. & E. Jancenelle, Vivien. (2018). Willingness to pay more for green products: The interplay of consumer characteristics and customer participation. *Journal of Retailing and Consumer Services*. 45. 230-238.

Wei, S., Ang, T., & Anaza, N.A. (2018). The power of information on customers' social withdrawal and citizenship behavior in a crowded service environment. *Journal of Service Management*

Wei, S., Ang, T., & Anaza, N.A. (2018). Whose fault is it? What happens to ethics during service co-creation. *Society for Marketing Advances (SMA) Conference Proceedings*, November, West Palm Beach, FL.

PRME Principle 5 | Partnerships

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 | Dialogue

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

ACCOMPLISHMENTS: In the area of partnerships, TAMU-CT is proud to be a founding member of the One Planet Education Network (<https://oneplanetbusiness.org/>) and a founding school. ONE has principles that are in line with both PRME and the UN Sustainable Development goals. Dr. Jody Fry and Dr. Barbara Altman are OPEN fellows; Dr. Fry most recently taking over as President of OPEN.

In the area of both partnerships and dialog, significant ground work in 2017 and 2018, led by Interim Dean Lucas Loafman, culminated in the first Annual SUSTEX Summit held on the Texas A&M University-Central Texas campus in March 2019. Among the highlights of the conference:

- Global representation from 4 international countries including China, Finland, United Kingdom, and Germany.
- Representatives from Universities throughout the United States including those from Alabama, Colorado, Indiana, Maine, Pennsylvania, and throughout Texas.
- Leading scholars presenting on sustainability topics including Isabel Rimanoczy, convener of the PRME Working Group on the Sustainability Mindset.
- Participation by TAMU-CT undergraduate and graduate students.
- Participation by local sustainability leaders from Austin, Fort Hood and Killeen.
- First face-to-face meeting of OPEN Fellows with the purpose of furthering the vision and mission of OPEN.

We anticipate that the local and international partnerships that began to be established through the networking contacts made at the conference will result in additional future partnerships and collaborative work. The full Agenda for the SUSTEX Summit is included as Appendix 2 in this document.

Organisational Practices

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

COBA Leadership is committed to modeling the PRME Principles in its everyday practices and all aspects of teaching, research and service. In 2015, the COBA Mission Statement was revised to explicitly include “promoting ethical behavior that is essential in today’s business environment.”

The COBA 2015-2020 Strategic Plan includes elements that highlight the priority we place on these activities.

Under Goal Area 2, “Academic Excellence”, the following is included:

- All COBA graduate and undergraduate degrees undergo curriculum review with goals to enhance:
 - a. Student preparation for the workforce/post-graduate studies;
 - b. International and global perspectives;
 - c. Ethical awareness and behaviors; and
 - d. “One planet” sustainability

Under Goal Area 5, “Community Engagement”, the following objectives are included:

- Support the establishment and institutionalization of service-learning within COBA programs.
- Increase the level of faculty community engagement in teaching, research and service.
- Integrate community engagement via student projects, research, and internships.
- Maintain an engaged COBA Advisory Committee.
- Support and uphold the Principles of Responsible Management Education (PRME).

Conclusion

A&M – Central Texas College of Business Administration became a signatory of the Principles of Responsible Management Education in December 2014. In our first report submitted March 2017 we documented early curriculum, partnership and emerging work in the fields of ethics, corporate social responsibility and sustainability. This, our second SIP Report, continues to show major progress in these same areas, with particular emphasis on sustainability. We anticipate, with growth of our MS/OPL and faculty research in sustainability, to be an emerging leading institution in this arena.

Please direct any questions about this report to Dr. Barbara W. Altman, PRME Liaison, at altman@tamuct.edu

Appendix 1

One Planet Leadership Program Courses

One Planet Leadership Program Courses:

1. BUSI 5310 Research Methods
2. MGMT 5301 Organizational Behavior
3. MGMT 5302 Sustainable Business: A One-Planet Approach (new course)
4. MGMT 5307 Responsibilities and Ethics of Leadership
5. MGMT 5308 Designing Organizations for Sustainable Effectiveness (revised course)
6. MGMT 5309 Global Leadership for Sustainability (revised course)
7. MGMT 5310 Leadership Development and Formation (revised Course)
8. MGMT 5311 Sustainable Operations and Service (revised course)
9. MGMT 5315 International Management for Sustainability (revised course)
10. MGMT 5350 Cross-Sector Partnerships for Sustainability (new course)
11. MGMT 5368 Development and Change for Learning Organizations (revised course)
12. Graduate business or management elective

MS One Planet Leadership Course Descriptions:

1. BUSI 5310 Research Methods
Business managers need data or information to make a wide range of decisions. For example, restaurant managers experiencing high staff turnover and decreased customer satisfaction may wonder where to begin to try to solve the problem. Human resources managers may wonder whether pay by piece-work or salary-plus-bonus structure has more positive influence on employee productivity in general. A manufacturing company may wonder how consumers would react to its recent sustainability initiatives. This course gives you the knowledge and skills needed to conduct and apply research for business decision making. You will learn how to identify and define researchable problems, how to collect relevant primary and secondary data (qualitative and quantitative), how to analyze and describe the data, and how to communicate your findings.
2. MGMT 5301 Organizational Behavior
The purpose of this course is to demonstrate the importance of organizational behavior to your own personal and organizational life. You are or probably will be an employee of an organization—and in all likelihood of several organizations—during your career. You may eventually become a team leader, a manager, or an executive. Studying organizational behavior will help you attain the knowledge and competencies needed to perform effectively in all of these roles. These will help you diagnose, understand, explain, and act on what is happening around you in your job.
3. MGMT 5302 Sustainable Business: A One-Planet Approach (new course)
Broad overview of the definitions, theory, and leadership practices associated with strategizing, collaborating, innovating, organizing and managing the changes necessary to adopt a triple bottom line approach (people, planet, profit) for sustainable effectiveness into the organization's business functions: marketing,

finance, operations, etc. This is a foundational course for the One Planet Masters program and is intended to provide a base level of sustainability literacy needed for successful completion of the associated graduate courses.

4. **MGMT 5307 Responsibilities and Ethics of Leadership**
An examination of an organization's social and environmental responsibilities to its employees, customers, and other key stakeholder groups. Practical emphasis is given to the case study method for evaluating the performance of various organizations. Course establishes a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the organizational environment and society.
5. **MGMT 5308 Designing Organizations for Sustainable Effectiveness (revised course)**
This course examines theories, processes and "fit" models of organization design and alignment of structure, technology, information systems, reward systems, people and culture, and management processes with organizational goals. Emphasis is on maximizing the triple bottom line for sustainable effectiveness and how organizations can be led and managed so they are economically, socially, and environmentally sustainable.
6. **MGMT 5309 Global Leadership for Sustainability (revised course)**
This course is the integrating capstone course for the MS One Planet Leadership program. Examines and both mainstream and emerging theories and approaches to leadership, including models of leadership for sustainability and developing the global mindset necessary for flourishing enterprises to maximize the triple bottom line. Applies leadership principles and models to varied organizational situations with a primary focus on developing leaders who can effectively deal with the economic, social, and environmental challenges global leaders face in today's volatile and chaotic business climate.
7. **MGMT 5310 Leadership Development and Formation (revised Course)**
This course examines both mainstream and emerging theories and approaches to leadership development and formation, with an emphasis on case study and experiential methods of examining the application of leadership principles and models. It provides each student the opportunity to focus on developing their personal and organizational abilities and skills to become triple bottom line leaders who can better resolve the economic, social and environmental issues of the global, Internet age.
8. **MGMT 5311 Sustainable Operations and Service (revised course)**
This course focuses on providing students with a broad understanding and knowledge of operations and service management concepts. Emphasis will be placed on incorporating various aspects of sustainability while designing, managing and controlling business operations and services. In addition, students will be exposed to several analytical tools, models and methodologies that are necessary to design, develop and evaluate various sustainable business operations. Some of the highlighted topics include, but not limited to: operations strategy in global environment, sustainability in supply chains, sustainable product, process and location strategies, project management and lean operations and services.

9. MGMT 5315 International Management for Sustainability (revised course)

This course will focus on the multinational aspects of leading and managing sustainable development. Research, synthesis, and presentation of current and seminal research on the subjects of international strategy and cross-cultural management will be dominant components. The social, ecological, and economic sustainability in international business transactions will also be discussed.

10. MGMT 5330 Cross-Sector Partnerships for Sustainability (new course)

Cross-sector partnerships have proven to be one of the most effective approaches to complex environmental challenges. The ability to work across sector lines via advanced stakeholder management is also a required skill of responsible leaders. Through case studies of environmental partnerships and literature on cross-sector collaboration strategies and reflective journals, students will develop the skills necessary to lead future joint sustainability initiatives. A qualitative research project delving in to a current partnership will be a capstone project in the course.

11. MGMT 5368 Development and Change for Learning Organizations (revised course)

Taking as a starting point the assertion that organizational learning is the only source of sustainable organizational functioning, this course pushes students to apply proactive strategies for developing organizational learning using the theories and techniques of applied behavioral science. Furthermore, organizations are viewed as multi-faceted, ecological entities whose actions occur within and as a result of complex systems of causality that frequently extend beyond the boundaries of the organization itself. Students who seek to develop learning organizations will strive to master the basics of systems thinking as it relates to all stages of organizational development—diagnosis, intervention design, and execution—so that efforts to develop the organization are more likely to improve not only the organization but also the wider systems within which it operates.

12. Graduate business or management elective

Appendix 2



Agenda for Thursday, March 21st

- 8:30-9:00: Check-in, Coffee, and Pastries (Warrior Hall outside the Yowell Conference Center)
- 9:05-9:15: Opening Remarks by Lucas Loafman, J.D., Conference Chair and Interim Dean of the College of Business Administration at Texas A&M University-Central Texas (Yowell Conference Center)
- 9:15-9:25: Introduction to OPEN and the M.S. In One Planet Leadership by Dr. Jody Fry, Renowned Scholar and Coordinator of the M.S. In One Planet Leadership at Texas A&M University-Central Texas
- 9:25-10:25: Keynote #1 - *Purpose, profit, people and planet: responsible business for the 21st century* by Mr. Thomas Jelley, corporate vice president and former City of London corporate lawyer turned responsible business changer maker, now residing in Helsinki, Finland.
- 10:25-10:40: Morning Break – Refreshments in the hall outside of the Yowell Conference Center
- 10:40-12:10: Workshop – *The Global Leader and Leadership Development for Sustainability* by Dr. Jody Fry and Dr. Eleftheria (Ella) Egel, Independent Leadership Scholar and Management Consultant
- 12:10-1:10: Lunch on Campus (Bernie Beck Lecture Hall)
- 1:15-2:00: Keynote #2 by Dale Ross, Mayor of Georgetown, TX. Mayor Ross is known globally for the initiative In Georgetown to use only renewable energy, as well as other sustainability initiatives it's pursuing.
- 2:05-2:50: Panel discussion on the issue of leadership for sustainability (Yowell Conference Center)
- 2:50-3:05: Afternoon Break - Refreshments in the hall outside of the Yowell Conference Center
- 3:05-4:05: Breakout Session – (Locations TBD)
- Workshop - *Structured Open Space* by Dr. Isabel Rimanoczy, Convener on LEAPI, the PRME Working Group on Sustainability Mindset
 - *Balancing Mission Readiness and the Environment* by Michael Bush, Glenn Collier, and Timi Dutchuk with Fort Hood and *CenTex Sustainable Communities Partnership* by Kristina Ramirez with the city of Killeen, Christine Luciano with Fort Hood, and Jennifer Hetzel with the Greater Killeen Chamber of Commerce
- 4:10-4:45: Concluding Keynote by Tony Cooke, CEO of the One Planet Education Networks. Mr. Cooke resides in the United Kingdom. (Yowell Conference Center)
- *Campus Tours available at 8:15, 12:40, and 5:00 – Meet in the entrance to Warrior Hall in front of the library.

Agenda for Friday, March 22nd

8:20-8:40: Check-in, Coffee, and Pastries - Lobby outside the Yowell Conference Center

8:45-10:00: Paper Session #1 - Yowell Conference Center

- Yowell (A):
 - (1) *The Impact of Examining the Sustainable Development Goals Through a New Lens* by Jessica Ulman, Student at Unity College (20)
 - (2) *A deep dive into the intersection of smart city technology, sustainability, and emergency management* by Dr. Tammy Esteves, Troy University (20)
 - (3) *Social Entrepreneurship: An applied model* by Dr. Eleftheria (Ella) Egel, Independent Leadership Scholar and Management Consultant (30)
- Yowell (B):
 - (1) *Employee engagement and workplace sustainability and wellness* by Dr. Thomas Macagno (30), Chatham University
 - (2) *Utilizing psychological to mitigate the impact of compassion fatigue to promote sustainable business practices* by Matthew Temple, PhD student at Indiana Wesleyan (20)
 - (3) *Connective Sustainability: Educating Global Leaders* by David Fields, PhD student at Indiana Wesleyan (25)

10:00-10:15: Morning Break - Refreshments in the hall outside of the Yowell Conference Center

10:15-11:30: Workshop - *Peer Learning: A Powerful Tool for Developing a Sustainable Mindset – Anywhere* by Ernie Turner, President and Founder of Leadership in Motion - <https://www.limglobal.net/> in Yowell Conference Center (A)

11:30-12:15: Lunch on Campus in Founders Hall – Bernie Beck Lecture Hall

12:20-1:20: Workshop - *Altruism: A Common Thread Connecting Values, Spirituality, Leadership and Sustainability* by Dr. Timothy Ewest, Houston Baptist University, Sharlene Buszka, Daemen College, and Dr. Michael Kraten, Houston Baptist University in Yowell Conference Center (A)

1:25-2:30: Paper Session #2

- Yowell (A):
 - (1) *Teaching with Sustainable Development Goals An ‘emergent agenda of transformation’* by Dr. Janis Balda, Unity College (30)
 - (2) *The Whole Institution Approach to ESD in Higher Education: Rationales, Dimensions, and Strategies* by Dr. Liguang Liu, Central University of Finance and Economics (Beijing, China)
- Yowell (B):
 - (1) *Supporting Entrepreneurial Ventures in Emerging Nations through Prosocial Crowdfunding* by Dr. Vivien Jancenelle, Texas A&M University-Central Texas (35)
 - (2) *Sustainability in bioenergy industry* by Dr. Iddrisu Awudu, Quinnipiac University and Dr. Vinay Gonela, Texas A&M University-Central Texas (30)

2:35-3:35: Workshop - *Powerful and easy: Develop a mindset for sustainability* by Dr. Isabel Rimanoczy, Convener on LEAPI, the PRME Working Group on Sustainability Mindset, Dr. Abigail Schneider, Regis University, Dr. Richard Perego, University of Dallas, and Dr. Timothy Ewest, Houston Baptist.