



**CLARK  
UNIVERSITY**

GRADUATE SCHOOL  
OF MANAGEMENT



July 2017

Clark University  
Graduate School of Management  
Update on the United Nations  
Principles for Responsible Management Education

**PRME** Principles for Responsible  
Management Education

**Graduate School of Management**  
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# ABOUT GSOM



## Our History

The AACSB-Accredited Graduate School of Management (GSOM) at Clark University launched in 1982 in response to the demand for high quality scholarship in business and management. Over the last 35 years, Clark GSOM has experienced outstanding growth, and continues to embody its mission of developing a diverse community of learners, researchers, and business professionals that prepares future leaders to think critically, manage collaboratively and contribute to their organizations and society.

## Mission and Vision

Our mission is to engage in consequential research and practice and to prepare students for career and life success through a combination of rigorous academic study and theoretically-sound experiential learning with a focus on ethics, social responsibility and sustainability.

The vision of GSOM is to be well known and highly regarded as a diverse community of scholars, practitioners, and students whose innovative ideas make significant contributions to organizations and society.

## Our Programs

Currently, more than 300 students are enrolled in graduate degree programs at GSOM. These include full-time and part-time students from around the world. We offer a Master of Business Administration, Master of Science in Business Analytics, Master of Science in Accounting, Master of Science in Finance, and Master of Science in Management, as well as several dual-degree programs. The undergraduate Management Major, Management Minor, as well as the Innovation and Entrepreneurship Minor also fall under the purview of the Graduate School of Management. Approximately 150 undergraduate students are pursuing the management major, management minor, and the I & E minor. Descriptions of all of our degree programs are provided [online](#).



July 2017

I am happy to present to you the Clark University Graduate School of Management's (GSOM) 2017 Update Report on the United Nations' Principles for Responsible Management Education (PRME).

Our University and GSOM have a proud tradition of civic engagement and social responsibility. While our commitment to PRME is certainly evident in this concise report, its impact has undoubtedly grown to be felt beyond the walls of our school. Our faculty, staff, students, and alumni are impacting organizations and their communities every day. This year, in May of 2017, we presented our inaugural PRME Alumni Award, to formally recognize the influence that these PRME principles, infused in the framework of the education we deliver, continue to have on our alumni.

While GSOM offers unique sustainability and social change concentrations in the MBA program, this report, covering the past two years, highlights specific examples of student, faculty, and University initiatives that demonstrate the breadth of our dedication to integrating the legal, political, ethical, social, and environmental responsibilities of management into all of our programs. We are helping to ensure that the next generation of responsible leaders will continue to live Clark's motto of "Challenge Convention. Change our World."

Looking ahead, GSOM is energized by the challenge of continuously improving our approach to responsible management education. I am proud to share our progress with you here.

Catherine Usoff  
Dean, Graduate School of Management

# PURPOSE



## 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.

## KEY ACCOMPLISHMENTS

- A new **Master's in Management** program for early- and mid-career professionals is now offered, with a focus on ethically minded, socially responsible management practices.
- A **Master's in Business Analytics** program was launched to equip students with the skills needed for the growing field of data analysis, with ethics and corporate responsibility integrated into teaching and research projects.
- A new mission statement for **GSOM** was officially adopted in 2017. Faculty and staff agreed the [new mission](#) better tells the story of GSOM, including its research focus, academic rigor, and intentional effort to educate and prepare responsible leaders.
- **AACSB Accreditation and recognition by Princeton Review**, two major indicators of excellence, have been maintained as part of GSOM's small learning community.
- **Clark's new Alumni & Student Engagement Center** boasts a full roof solar array that will provide up to 50% of the building's energy needs, a landmark for the city of Worcester and for Clark.
- **Clark Earth Week 2016** included: the *Sustainable Supper and Fashion Show*; a visit with Brad McNamara, MBA '13, GSOM alumnus and co-founder of the sustainability company, Freight Farms; the *Zero Waste Challenge* with the college's Environmental Action Council; the *Working for Worcester Volunteer Day* with the Clark LEEP Center; *Jamnesty*, a relaxing night of slam poetry, stories, and music that speak to human rights worldwide, hosted by Amnesty International; and numerous other activities.

## FUTURE OBJECTIVES

GSOM will remain committed to its mission to educate and prepare students for success through its teaching and activities around ethics, social responsibility, and sustainability.





# VALUES

## 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.

### KEY ACCOMPLISHMENTS

- **The Beta Gamma Sigma** induction ceremonies in 2016 and '17 honored GSOM's highest achieving students. BGS is the international honor society for AACSB-accredited business programs.
- **The inaugural faculty PRME Award** was presented in May 2016 from the GSOM students to GSOM professor David Correll, for most effectively integrating PRME into his classroom and supporting NetImpact activities.
- **The first PRME Alumni Award** was presented in May 2017 to GSOM alumna Linda Cavaioli, for embodying the principles of ethical behavior and social responsibility in her work as Executive Director of the YWCA of Central Massachusetts and through volunteer activities in the city.
- **The Public Consulting Group (PCG)** continued its partnership with GSOM to offer the MBA program to PCG employees, graduating its sixth MBA class in May. As noted on its web site, "PCG is guided by an unwavering commitment to our clients and the communities they serve."



Linda Cavaioli, MBA '91, with Clark University President, David Angel

### In the Curriculum

- **MS in Finance:** The Investment Strategies course, which draws on prior coursework in Investments, Fixed Income Securities, and Cases in Derivatives, now includes a very intentional ethics piece, covering CFA exam ethics content during a week of the semester.
- **MBA & MS in Management:** Each semester, the Foundations of Effective Management course, the first in a series of required courses for the MBA and MSM degrees, will address a complex global issue that has been identified by the United Nations' PRME initiative.
- **MBA:** The Management Information Systems course covers topics that include corporate social responsibility, ethics, and diversity, as well as globalization and environmental sustainability.
- **MS in Accounting:** The Financial Accounting and Reporting II course includes discussions on current events and accounting standards to emphasize the importance of ethics and integrity in the accounting profession. The class also discusses the responsibility accountants and auditors have to society (investors, creditors, employees, government, etc.) to conservatively and accurately present and give opinions on financial statements.

### FUTURE OBJECTIVES

GSOM will continue its concerted efforts toward curriculum integration of the PRME principles. The specialized PRME awards will also become annual presentations given at their respective functions.

# METHOD



## Principle 3: Method

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

### KEY ACCOMPLISHMENTS

- **The Innovation and Entrepreneurship program** held its 25th Anniversary Celebration in March 2017. The event was highlighted by the Ureka Big Idea Challenge Pitch, a contest that encourages students to propose creative ideas that benefit the community and beyond. Winners received funding to help turn their ideas into reality.
- **Two student-run ventures** are focused on community and environmental impact. During the spring '17 semester, the Community Thrift Store diverted 1,381 pounds of waste from landfills, saved customers approximately 60% off retail prices and logged 226 volunteer hours. The Local Root increased their inventory to include locally made products (bread, soaps and salves) as a supplement to local, sustainable produce.
- **Experiential learning** takes place in all of GSOM's programs. Highlights of the last two years include:
  - ~ A group of [Clark students traveled](#) with Professor John Dobson to Bogotá, Colombia, to work with a non-profit organization that helps impoverished women feed their families by growing produce.
  - ~ Students in Professor David Correll's Green Supply Chain Management class developed analyses and creative supply chain ideas for a Boston brewery.
  - ~ As part of an examination of the global consumer trend toward sustainably produced products, GSOM students took part in an "[Eco-Fashion Sustainable Brand Review](#)" in Professor Tom Murphy's Sustainability Marketing course.
  - ~ Students in the Management Consulting Projects course worked with clients of the [Small Business Development Center](#), located on Clark's campus. The students support the center's mission to contribute to economic and entrepreneurial growth in Massachusetts.
- **Student Internships** are completed by GSOM students throughout the year. Among dozens of organizations, a few highlights from the last two years include internships at the following:



### FUTURE OBJECTIVES

GSOM will work to expand its experiential learning and other educational frameworks so as to widen the positive impact GSOM and Clark University have on the community and the world.



# RESEARCH

## **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.

### **KEY ACCOMPLISHMENTS**

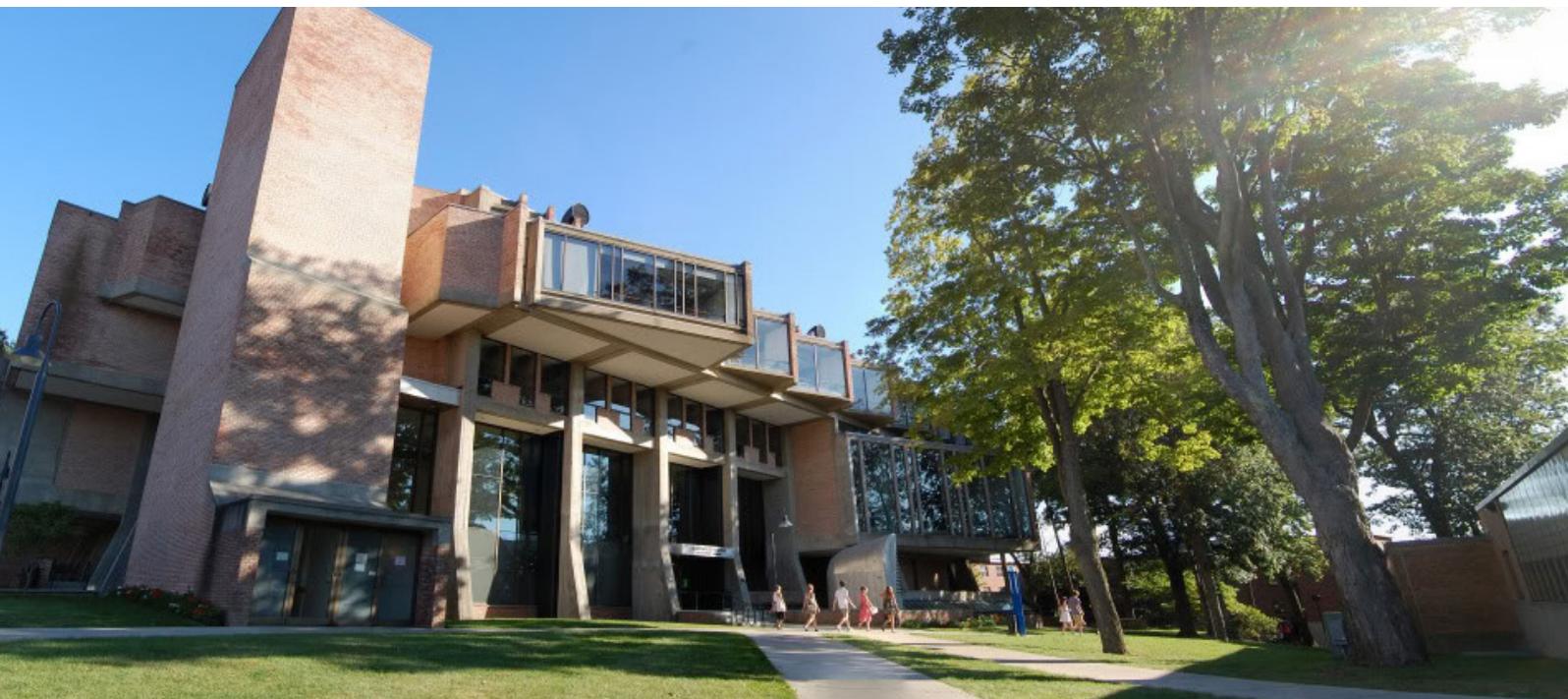
- Faculty members representing every disciplinary group have done research related to environmental sustainability issues.
- Two faculty members are directly involved in work related to economic development, covering topics that include utilizing partnerships between communities and universities to boost development, as well as work on furthering entrepreneurship in less-developed countries.
- Four of the faculty have conducted research on diversity issues (e.g., gender, nationality).
- GSOM faculty presented their research at conferences around the world, including China, Canada, New York, and Texas.

### **See Appendix**

- Please see the Appendix for a list of PRME-related research, conference presentations, and books completed by GSOM faculty over the last two years.

### **FUTURE OBJECTIVES**

*GSOM will continue to produce research that educates its audience and makes a difference in society by combining GSOM's focus on responsible leadership with the principles of the PRME initiative.*



# PARTNERSHIPS



## Principle 5: Partnerships

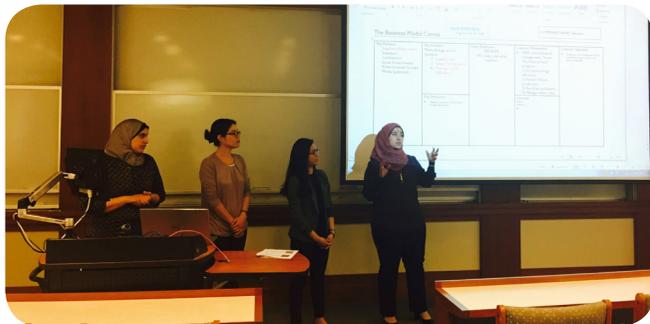
We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

## KEY ACCOMPLISHMENTS

- **GSOM's partnership with NFTE** has expanded to include the New England chapter out of Worcester Technical High School. NFTE - Network for Teaching Entrepreneurship - is an organization which seeks to inspire youth to learn about entrepreneurship and other business opportunities. With thanks to GSOM alumnus Jeffrey Fischer (MBA '80/BA '78) who helped establish the original connection to NFTE at Bronx Aerospace High in NYC, Clark management majors, minors, or Innovation & Entrepreneurship minors now act as mentors, assisting students on a future entrepreneurial venture of their choice. The High School for Fashion Industries in New York City is also now part of Clark's entrepreneurial mentoring project.

- **Clark's Net Impact group** leads a number of different initiatives on campus, including:

~ Case Study Competition Series, in which students analyzed a corporation's sustainability



report to identify strengths and weaknesses and develop strategies for the company to improve sustainability practices.

~ Worcester Clean Tech Incubator tour, where students learned about the new developments in shared work spaces that promote sustainability and a collaborative work environment for tech companies in the city.

- **The Hausrath Fund**, named in honor of Bill '53 and Agnes Hausrath, continues to provide valuable professional development opportunities for students.
  - ~ One student attended the MBArk Conference in Anaheim, CA
  - ~ A group of students attended the annual Net Impact Conference in Philadelphia, PA
  - ~ Two students attended the MIT Sports Analytics Conference in Boston, MA
  - ~ A group went to the Harvard Business School Investment Conference in Boston, MA
- Twelve GSOM students took part in the **Volunteer Income Tax Assistance (VITA) program**, which provides free tax preparation aid to local low-income families and individuals from Worcester and 45 surrounding communities. In doing so, GSOM joined a sizeable coalition of other colleges and organizations providing much needed tax assistance to residents.

## FUTURE OBJECTIVES

*GSOM will expand its partnerships, as well as build upon the activities of the larger Clark campus, to cultivate responsible management principles in our undergraduate management majors, graduate students, and our community partners.*



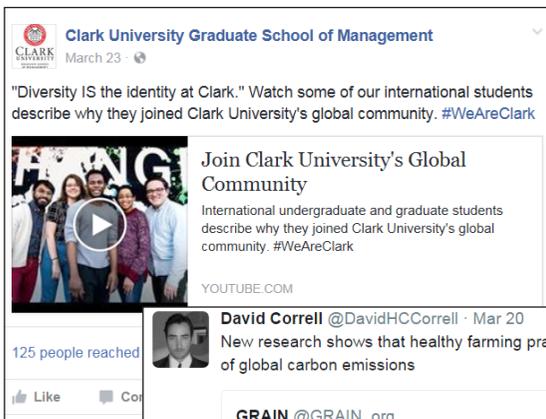
# DIALOGUE

## Principle 6: Dialogue

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

## KEY ACCOMPLISHMENTS

- **Clark's NetImpact group** organized a panel discussion as part of the regional "Impact Summit: Building a Better Future," held at Boston University.
  - Panel Topic:** Corporate Sustainability
  - Brief Synopsis:** The panel discussed sustainability in areas including opportunities, risk, innovation in energy, strategy, operations, and supply chains, as well as cultural implications. Panelists also discussed career opportunities in sustainability.
  - Moderator:** Will O'Brien, GSOM professor
  - Panelists:** Dave Correll, GSOM professor, Mark Buckley of Staples, Inc., Johanna Jobin from Biogen, and Jill Ceplinskas (MBA '15, BA '14) from National Grid
- **GSOM's 2015 PRME Report** was utilized by Professor Mary Ellen Boyle in her course, Foundations of Effective Management. Professor Boyle had students read the report to expose them to GSOM's commitment to PRME, and asked students to share their personal highlights.
- **GSOM's social media outlets** continue to garner national attention, as we regularly share news and information on PRME-related topics with alumni, staff, faculty, organizations, and current students.



## FUTURE OBJECTIVES

GSOM will remain a leader in the Clark community in sharing PRME-related information with its varied stakeholders, through direct and online communications.



The Graduate School of Management at Clark University remains committed to integrating the six principles of responsible management education into our programs and practices. Our active PRME Committee, with representation from staff, faculty, and students, has an interest in the topic and actively seeks input and feedback from their respective constituencies. We are proud of the many areas where we are embracing the ideals of responsible management education and look forward to the development of new ideas for applying the PRME principles across our shared community.

**RESPECTFULLY SUBMITTED BY  
THE GSOM PRME COMMITTEE**

Will O'Brien, Chair, GSOM associate professor of practice  
John Dobson, GSOM associate professor of practice  
Meredith Galena, Communications Specialist  
Meghan Kelly, student, MBA/MS in ES&P expected 2018  
Ainsley Watt, associate director, Stevenish Career Management Center

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# APPENDIX

## APPENDIX to the 2017 PRME Report ~ RESEARCH

### 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.

### REFEREED JOURNAL ARTICLES

- **Bigelow, B., Elsass, P., & Arndt, M.** (2015). Dialogue in the graduate management classroom: Learning from diversity. *The International Journal of Management Education*, 13(1), 48-56.
- **Dhavale, D.** & Sarkis, J. Stochastic internal rate of return on investments in sustainable assets generating carbon credits. *Computers & Operations Research, special issue on modeling and analysis of sustainable operations* (2017 in press, available online February 2017).
- **Dhavale, D.,** & Sarkis, J. (2015). Integrating carbon market uncertainties into a sustainable manufacturing investment decision: A Bayesian NPV approach. *International Journal of Production Research*, 53, (23), 7104-7117.
- **Elsass, P. & Bigelow, B.** (2016). Learning to engage with multiple perspectives: The use of dialogue in the classroom. *Currents in Teaching and Learning*, 8 (2), 32-40.
- **Parida, S.,** Dong, Xi, **Feng, S., Wang, Z.** "Corporate Social Responsibility Exposure and Performance of Mutual Funds," under review at *Managerial Finance*.
- **Sharma, S.** (2016). "Environmental Performance or Productivity Loss?" In *Information, Models, and Sustainability: Policy Informatics in the Age of Big Data and Open Government*, edited by **Zhang, J.,** Luna-Reyes, F.L., Pardo, T.A., & Sayogo, D.S. 39-66. Cham, Switzerland: Springer International Publishing.
- Ku, M., Gil-Garcia, J. R., & **Zhang, J.** (2016). The emergence and evolution of cross-boundary research collaborations: An explanatory study of social dynamics in a digital government working group. *Government Information Quarterly*, 33 (4), 796–806.
- **Zhang, J.,** Liu, H., Sayogo, D. S., Picazo-Vela, S., & Luna-Reyes, L. (2016). Strengthening institutional-based trust for sustainable consumption: Lessons for smart disclosure. *Government Information Quarterly*, 33 (3), 552-61.
- Sayogo, D. S., Ran, W., Tayi, G. K., Luciano, J. S., Luna-Reyes, L. F., Depaula, N., Jarman, H., **Zhang, J.,** Hrdinova, J., Andersen, D. L., Andersen, D. F., and Pardo, T. A. (2016). Ontological modeling of certification and inspection process to support smart disclosure of product information. *International Journal of Public Administration in the Digital Age (IJPADA)*, 3(2), 86-108.
- Sayogo, D., **Zhang, J.,** Luna-Reyes, L. F., Jarman, H., Tayi, G., Andersen, D. L., Pardo, T., & Andersen, D. F. (2015). Challenges and requirements for developing data architecture supporting integration of sustainable supply chains, *Information and Technology Management*, 16 (1), 5-18.

## CONFERENCE PRESENTATIONS (Not published in proceedings)

- **Boldt, L. & Zhang, J.** (2016, June). *Is organic enough? Information traceability as policy instrument to empower consumer choices*. Paper presented at the INFORMS Marketing Science Conference, Fudan University, Shanghai, China.
- **Correll, D. & Graves, L.** (2016, November). *Sustainability segments in organizations: How differences in views affect progress on sustainability*. Paper presented at the Decision Sciences Institute (DSI) Annual Meeting, Austin, TX.
- **Dobson, J. & Jacobs, D.** (2016, March). *International business in the classroom: An interdisciplinary approach to improving managerial effectiveness in an international setting*. Paper presented at the Eastern Psychological Association Annual Conference, New York, NY.
- **Graves, L.M., Sarkis, J., & Gold, N.** (2015, August). *Managerial leadership and employee pro-environmental behavior*. Paper presented at the meeting of the Academy of Management, Vancouver, Canada.

## BOOKS

- **Chaison, G.** (2016). *Labor Union Mergers: Seeking a safe harbor in a storm*. New York, NY: Springer.
- **O'Brien, W.** (2015). U.S. and international community-based sustainability projects for deep learning. In J. Paulo Davim (Ed.), *Sustainability in Higher Education (pp. 51-65)*. Cambridge, UK: Woodhead Publishing Limited.
- **Zhang J., Luna-Reyes, L. F., Pardo, T.A., Sayogo D. S.** (Eds.) (2016). *Information, models, and sustainability - policy informatics in the age of big data and open government*. Public Administration and Information Technology Book Series. Cham, Switzerland: Springer International Publishing.

*In addition to taking a keen interest in our students and their professional development, GSOM faculty are actively engaged in conducting, presenting, and publishing research that advances our knowledge of financial, social, and environmental issues in today's global economy.*

