



BIANNUAL REPORT ON PRME INITIATIVES  
COLLEGE OF BUSINESS & PUBLIC ADMINISTRATION  
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CBPA, AACSB, & PRME

In Spring 2012, CBPA became a signatory to PRME—Principles for Responsible Management Education. These Principles for Responsible Management Education were launched in in 2007 as an initiative of six academic institutions (including AACSB International) and the United Nations Global Compact. PRME seeks to establish a process of continuous improvement among institutions of management education in order to develop in our students a new generation of business leaders who view corporate strategy within a broader perspective of all stakeholders over traditional shareholder value. Guided by the PRME philosophy, CBPA’s mission is to inspire and champion ethical and responsible management education, research, and thinking for global leadership. At CBPA, we endorse conscious capitalism. We are continuously embedding PRME values into our Educational Value Chain. We highlight some of these endeavors in reports like this.

## The New CBPA Business Writing Resource Center Reinforces PRME Values and Standards

Under the vision and strong leadership of **Professor Melissa Bakeman**, the College



now has an internal Business Writing Resource Center that opened Winter 2015. This is a long overdue critical asset

needed by the College. The goal of the Writing Center is to reinforce the writing skills students have learned thus far

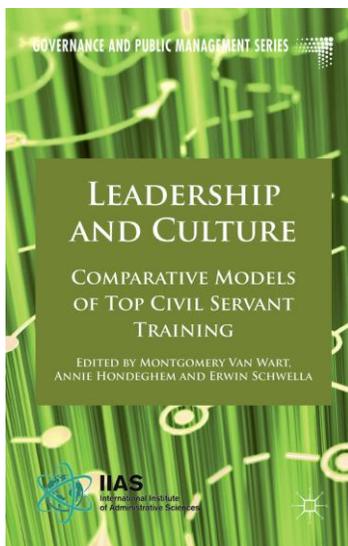
in their courses and offer valuable resources to help them tackle the job market upon graduation as responsible management professionals. Professor Bakeman observes that *“it is essential that students write and communicate clearly, rationally, and ethically at all times. Through their skills and social consciousness, they breed like-minded employees who do the ‘right’ thing even in the face of adversity.”* Professor Bakeman also notes that an essential part of writing ethics is helping students manage scholarly attribution in research documents in order to prevent plagiarism—even unintentional plagiarism. The goal of the Business Writing Resource Center is to help those students hone skills in communication,

to assist them in their journeys, and ultimately lead the way to personal and professional victories.



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## CBPA FACULTY INTEGRATE PRME VALUES INTO RESEARCH & TEACHING...



**Professor Monty Van Wart** has co-edited a book about the success and fate of governments around the globe which is not only based on the success of political leaders, but also on the competence and moral rectitude of the top civil servants who lead the apparatus of government. Given the enormous tasks of leading society and changing the culture and values of government itself, the training and retraining of top civil servants is vital. Today, as never before, administrators are dealing with changing values in advanced economies, and often corruption and outright ethics issues in developing economies. This important

collection is a one-of-a-kind study that not only provides information about the where, what, and how of the training of top civil servants around the world, but



also offers up-to-date political and economic background and values context on both larger countries such as the United States, United Kingdom, and Germany, and also smaller countries such as Colombia, Namibia, and Belgium. It explores in detail the factors that result in different country perceptions of the importance of executive training, and the reasons for the variations in its quality and robustness. The study was done in conjunction with co-editors Annie Hondeghe from KU Leuven University (formerly Catholic University), Belgium, and Erwin Schwella, Stellenbosch University, South Africa. Monty was in charge of a team of 43 contributions from around the world. ...



**Professor James Estes** links his teaching in Finance to PRME... *“In finance it is somewhat easier to introduce the concept of ethics because of the regulatory environment in which we operate. We openly discuss the temptations that will present themselves to students when they graduate and enter the financial services industry; whether it be in investments, banking, regulatory or as an analyst. In each case, they will, at some time in their career, be faced with a decision that will center around right or wrong. When faced with that choice one has to look to one’s own ethics, the principals that were taught in the classroom and on which students will build their lives and careers.*

**Real World Cases:** *I bring actual cases from my work as a federal securities arbitrator with the Financial Industry Regulatory Authority to teach the consequences of a judgmental error. I stress that there will be very little clear black and white issues, rather varying shades of gray and that arbitration judgments are based on hind sight as to what one should have done, not whether it was appropriate at the time. As a consequence, the students come to understand that they must always act with integrity and in the best interests of their client, not the firm or their interests. We*

*review the principals under which Certified Financial Planners and Chartered Financial Analysts must operate and the consequences of a failure to do so.*

**Ethical Decision-making:** *While it is difficult for students to see what will be in their future with respect to conduct because it is difficult to know what they will be doing, I try and help them establish a framework in which they can grow and make appropriate decisions. For instance, we spend time discussing stock buybacks by a firm. The problem usually develops along the lines of: Given that the principal function of management is to maximize the stock price of a corporation’s publically traded stock to the betterment of the shareholders, is it appropriate to buy back company stock if your forecast shows that earnings will not support a sufficient stock price to trigger bonuses at year end? Should you spend excess cash to buy back stock, which will reduce the shares outstanding and correspondingly raise the stock price to a bonus level for the board and management? This introduces the concept and usually a 20 minute discussion on the differences between what may be justified in a business environment and ethically correct.*

**The Changing Environment of Regulation:** *We discuss the changing environment of financial regulation and the lack of prosecutions in the 2008 meltdown vs. the 1980’s S & L crisis and the replacement of the former head of the SEC with an individual known for being less aggressive on prosecutions. We discuss the concept of ethics and the lack of clear guidelines that will be available once they enter the work force. We discuss the conflicts in to which they will be thrust by both circumstance and their supervisor’s*

*actions, including the whistleblower statute and why it is needed.*

**Professional Reputation:** *We also spend time on the value of a reputation for integrity and honesty or the lack thereof. Granted it may be easier in finance to discuss and cite live examples of ethics and*

*integrity, but as in other disciplines the best we can do for our students is help them form the beginnings of a framework within they can function and evolve for the balance of their career that is built around ethics and integrity”. ...*



**Professor Alexandru V. Roman,** Department of Public Administration, has been incorporating innovative pedagogical techniques, with an emphasis on ethics and service, into several of his Public Administration Courses. In particular, in his PA 463 course, Governmental Budgeting, students are tasked with completing an interdisciplinary project on a public budgeting topic. Within their projects, students are expected to conduct research on a public budgeting issue by bringing in perspectives, vocabularies and knowledge from other disciplines such as ethics, politics or psychology. This is no easy task to complete as each field, within its lenses, has its ways of seeing some things while not seeing others. Students are challenged to step outside the comfort zones imposed by their fields and explore the weaknesses and biases of their discipline-imposed preconceptions and training.

With the support of Diane Podolske and the Office of Community Engagement, Dr. Roman has also redesigned his PA 611 course, Public Administration Theory and Practice, around a service-learning project. His students are asked to identify a community need and work independently or with a community partner on providing a service that would address that need. As part of the course students have provided manifold services to the community ranging from consulting on financial literacy to volunteering with local nonprofits or centers. The service-learning project also includes an original research component. As it is characteristic with most experiential learning designs, the course requires students to take ownership of their learning and self-development. Although challenging, the latter is quite rewarding and consequential. ...

## CBPA STUDENT WORK ON STRATEGIZING FOR CSR:



**Komal Boparai**, MBA graduate student brought to light the first government-mandated strategy for corporate sustainability in its territory in a comprehensive paper for Mgmt 685, *Corporate Strategy in a Global Economy*.

The Indian government's *Companies Act CA2013*, was the first-in-the-world law on corporate social responsibility. It was passed by the Indian Parliament and signed by the President of India in 2013, which came into effect in 2014. Specifically, the Corporate Social Responsibility Clause of CA2013

Clause #4) applies to any company, during any fiscal year, with a net worth of rupees 500 crore (U.S. \$90 m) or more; a turnover of rupees 1,000 crore (U.S. \$180m or more; or a net profit of rupees 5 crore (U.S. \$900,000) or more. Companies that fall under these categories must create and embed CSR strategic plans into their corporate policies. In the event that a company does not comply with its stated corporate social responsibility plan, the Board of Directors of the company will be required to explain their reasons for noncompliance in the company's yearly financial statements.

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## CSU San Bernardino and CSU Monterey Bay JOINT GRANT PROPOSAL ON HOLISTIC SUSTAINABILITY



**Holistic Sustainability:** In an effort toward “*Designing the Kind of Future That All Global Societies Want*,” CSUSB & CSU Monterey Bay are jointly collaborating to create a certificate program on Holistic Sustainability, specifically designed for the

needs of the new Millenium. **Dean Tatiana Karmanova** of The College of Extended Learning and **Mr. Norberto Nardi** a Southern California Architect (Nardi Associates) are leading this effort. Other committee members include

**Professor Breena Coates** (CBPA) and **Dr. Michael Chen** (Director Academic Technologies). Drawing from CSU's world-renowned teaching and scholarly expertise, sophisticated technological resources and capabilities, and an infrastructure with proven delivery methods for educational success, engagement of foreign students, cost and quality, and known competitive advantage, this pioneering program will fill a much-needed niche in global sustainability education needs in California and the nation, as well as internationally.

### **Who Should Attend**

Public administrators, government officials and planning commission staff at different levels in city and state agencies.

### **Requirements**

Must have access to a computer, Internet (high-speed Internet access is recommended) and an active e-mail account.

### **Certificate Completion**

Upon successful completion of the program, Graduate unit credit will be issued which may apply to future graduate degree programs.

### **Training Time**

Completion of six of the following courses:

- Introduction to Holistic Sustainability Concepts and Components. Historical Development and Evaluation of Pre-existing Programs
- Legal Parameters Including Existing Federal, State and Local Regulations
- Sustainability and the Social Spectrum, Density and Infrastructure (Urban and Rural)
- Environmental Design Principles: Urbanism and Sustainability
- The impact of Advanced Technology in Environmental Control
- Policies and Decision Making Towards a Sustainable Environment

### **Delivery Format**

The program is multidisciplinary drawing from Environmental Studies, Business & Public Administration, Sociology, Health Sciences, etc. and will be taught online plus video conferences and/or live seminars.

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## SOME CSUSB CAMPUS-WIDE SUSTAINABILITY INITIATIVES....

### Wind Turbines

**Did you know that...** in January 2011, CSUSB first introduced wind power to the San Bernardino campus with a pilot Helix turbine located adjacent to Parking Structure East? Later in 2011, a second Helix pilot turbine was installed atop Badger Hill next to the Murillo Family Observatory. Each of the Helix turbines were eventually damaged in high wind events and replaced with the more durable Skystream model (CSUSB website).



## CSUSB Facilities Services Receives National Award for Energy Efficiency

### Most-Open Valve Heating and Cooling Strategy

**Did you know that...** Cal State San Bernardino's facilities services department has designed and implemented an automatic control system that efficiently chills water and disperses it to the university's air conditioning systems to cool the campus, saving about \$340,000 annually in energy costs? For its efforts on the automatic system, which is known as the "Most-Open Valve Heating and Cooling Strategy," the department will receive the Effective and Innovative Award from the APPA, an association of more than 7,000 educational facilities professionals in the United States, Canada and abroad. (CSU San Bernardino News, June 12th, 2014)

## Video Recommendations:



**GROUNDWELL RISING** gives voice to ordinary folks engaged in a David and Goliath struggle against Big Oil and Gas. We meet parents, scientists, doctors, farmers and individuals across the political spectrum decrying the energy extraction process known as fracking that puts profits over people. It shows how fracking has contaminated drinking water and jeopardized health, quality of life and property values. This documentary tracks a grassroots movement of participation and community campaigns exposing water, and civil rights. These efforts have moratoriums, and referendums on fracking and alternatives. ...

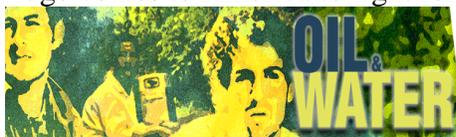


optimistic  
successful civic  
dangers to clean air,  
achieved bans,  
encouraged

**A WILL FOR THE WOODS:** What if our last act could be a gift to the planet? Capturing the genesis of a revolutionary social and environmental movement, viewer into a life-affirming and immersive portrait of embracing their connection to timeless natural cycles. Musician, folk dancer, and psychiatrist Clark Wang prepares for his own green burial, determined that his final resting place will benefit the earth. He has discovered a movement that uses burial and restore natural areas, forgoing toxic, wasteful practices engineered to preserve the body at the ecosystem's expense. Clark, a spirited and charismatic advocate, sets out to save a tract of forest with the help of green burial pioneers and a compassionate local cemeterian. ....

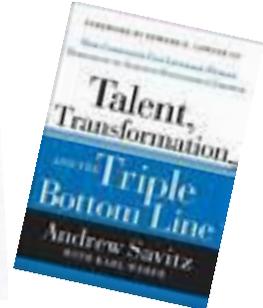
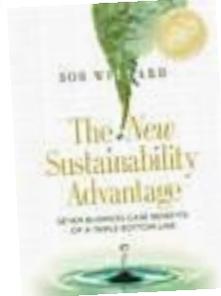
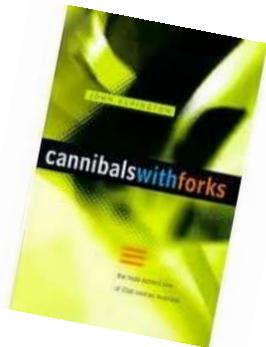
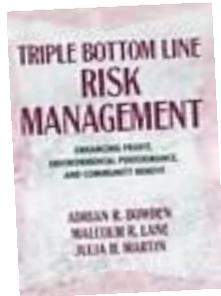


**OIL & WATER** is the true story of two boys coming of age as they each confront one of the world's worst toxic disasters. Hugo and David were born on opposite ends of the oil pipeline. Hugo comes to America to fight for the survival of his Cofán tribe in the Ecuadorian Amazon,



while David goes to Ecuador to launch the world's first company to certify oil as "fair trade." Their journeys lead them to explore what could be a more just future, not just for the Cofán, but for all people around the world born with oil beneath their feet. ....

# Book Recommendations



## NEWS FROM THE UNITED NATIONS PRME SECRETARIAT:



### PRME at the Global Compact's 10th Anniversary Celebration of the 10th Principle: Anti-Corruption

The UN Global Compact commemorated the 10th anniversary of its 10th Principle against Corruption, recognizing this milestone, highlighting private sector successes in the fight against corruption and looking toward future action, particularly in the context of the post-2015 development agenda and the proposed Sustainable

Development Goal number 16 on good governance.

The event provided a platform for over 200 business representatives and key stakeholders from Government, civil society, academia, **Global Compact Local Networks** and others to share lessons learned in the last 10 years of business engagement in the fight against corruption. Participants explored effective ways to engage in collaboration and

collective action that advance the global fight against corruption.

Alongside the celebrations, the **PRME Working Group on Anti-Corruption**

convened to conclude their work under the Siemens Integrity Initiative. They focused on defining next steps, community building among the members, and strengthening the links to the UN Global Compact Working Group and other partners.

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## CBPA PRME STATUS-IN-PROGRESS (SIP) REPORT, 2012-2014



The PRME Status-in-Progress (SIP) Report was submitted to the United Nations Secretariat in February 2014. A copy of this report was sent to all CBPA members and posted on the CBPA Intranet. Additional copies can be obtained electronically from [bcoates@csusb.edu](mailto:bcoates@csusb.edu). This mandatory report documenting the institution's commitment (CBPA) to the Six PRME Principles, is a requirement for member organizations every 24-months to keep the membership current In PRME.

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***CALL for SUBMISSIONS  
to the PRME BULLETINS & ARCHIVES  
send to bcoates@csusb.edu***