



BIANNUAL REPORT ON PRME INITIATIVES OF
THE JACK H. BROWN COLLEGE OF BUSINESS & PUBLIC ADMINISTRATION
VOL.10, ISSUE 2, January 2022

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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.

**A VALUABLE ADDITION TO THE
JACK H. BROWN FAMILY:**



Professor Emerita Shanthi Srinivas was appointed Interim Dean of the Jack H. Brown College of Business and Public

Administration on August 1, 2021—to the enthusiastic acclaim of internal and external stakeholders of this celebrated college. Interim Dean Shanthi Srinivas’ experience in leadership, organizational behavior, faculty development, budget management, enrollment management, strategic planning and assessment are crucial assets that she

brings to JHBC. During her career in the higher education field, she proved instrumental in successfully shepherding numerous initiatives involving diversity, technology in education and accreditation of the university and business college.

Dr. Srinivas’ brings more than 30 years of higher education experience, held a wide variety of senior administrative leadership and



faculty positions at Cal Poly Pomona, most recently as the university’s presidential fellow for Leadership Excellence for Institutional Development and the state chair for the Southern California region of the American Council on Education Women’s Network. The new Interim Dean’s perspicacity in collaborative decision-making, results-oriented values in ethics and

diversity management, and strong philosophy of innovation will add greatly to move the JHBC's already stellar path to higher levels of growth and achievement.

“I am excited and honored to serve as interim dean of the nationally ranked and internationally recognized Jack H. Brown College,” stated the new Dean, and she added, *“The JHBC is a dynamic place with world-class faculty, staff, students, alumni and industry partners. I look forward to continuing our impact, innovation and engagement both within the university and the community, working closely with our talented team.”*

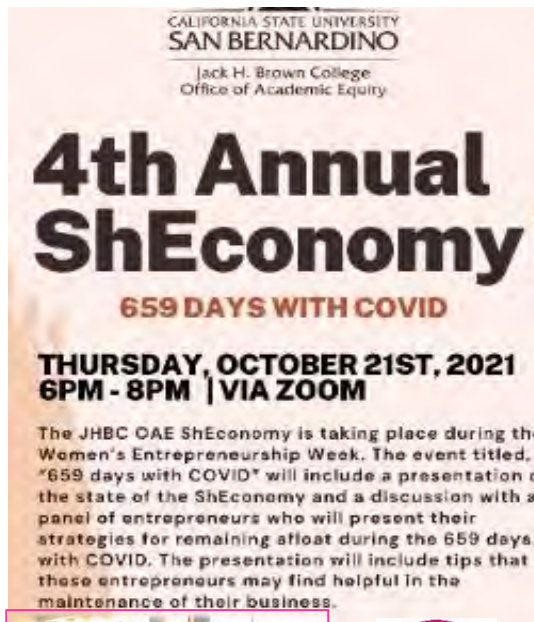


Professor Srinivas earned her doctorate in business administration from The Pennsylvania State University and her master's degree in social work and bachelor's degree in psychology from the University of Chennai.

Dean Srinivas' commitment to sustainability, and the Triple-Bottom Line philosophy interfaces perfectly with our **JHBC-PRME** values toward educating responsible management professionals. Indeed she has been attending PRME events prior to coming to JHBC. Her leadership is of great value to the Jack H. Brown College community and to CSUSB.



JHBC SPECIAL EVENTS



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Another successful **ShEconomy** event was launched on October 21, 2021, by **Dr. Francisca Beer**, Assoc. Dean and



Director of the JHBC Office of Academic Equity. This buoyant event also included the able assistance of Marina Kamel, an virtuoso organizer of this forum.

Dr. Beer's efforts link very clearly with



JHBC's diversity and inclusion core values, and with PRME standards. As important is

the strategic link to the United Nations' Sustainability Development Goals (SDGs). In particular to **Goal #5**, gender equality, and **Goal #10**-- Reduced Inequalities.

The Faculty Research Development Program of the Jack Brown College is spearheaded by Professor **Montgomery van Wart** of the Department of Public Administration—who is, himself, a maestro of the research and publications arena. He has integrated his ethics research into his management and leadership research, and vice versa.



In a series of special research development seminars for faculty members, Dr. Van Wart explains the techniques for successful research with such topics as “Professionalizing Your Research Agenda” and Enhancing Research Visibility, Utility, and Multiuse.” For example, in the use of human subjects there are many technical issues to improve research quality on one hand, but also many ethical pitfalls that must be completely avoided. The PRME-related standards principles of ethical research reflect the overarching concerns that Van Wart discusses in detail in various seminars as shown next:

- **Do no harm**
- **Social and clinical value**
- **Scientific validity and reliability**
- **Fair subject selection**
- **Integrity in writing**
- **Independent review**
- **Informed consent from subjects**
- **Obligations and respect for potential and enrolled subjects**



In his teaching, and his own research, Professor Van Wart emphasizes the known prohibitions against concoction,

misrepresentation, fabricating, falsifying, or misrepresentation of data. In scholarly research keeping moral principles in mind is essential. Not only are ethical principles essential in and of themselves, researchers have

obligations to be accountable to an society. Ethical norms also serve to ensure research funding, because funders must



be able to trust the integrity of the work done in their behalf. The six PRME standards can be used as ethical guideposts to researchers.



Esite.edu



The Women's Leadership Collaborative

of the Jack Brown College, featured **Professor Kathie Pelletier**, at its



November 12, 2021 meeting. In a passionate speech about Navigating The Labyrinth of workplace journeys for women that are often toxic in nature. Her skilled allocution resonated with her

audience of women faculty of the College. she addressed the toxic issues that women face in the workplace.

Dr. Pelletier explained that the glass ceiling is no longer a useful metaphor and she suggested that Alice Eagly and Linda Carli's model of the **labyrinth** is a better, more useful metaphor. It is symbolic of what has confronted working women all over the world from ancient to modern times.

Professor Pelletier clarified that for women in the 21st century it conveys the idea of a multifaceted trek toward a goal worth striving for. Passage through a labyrinth is not simple or direct, but if women increase awareness and understanding of the pitfalls in the contours of the mazes they can reframe how they react to difficult situations.

Dr. Pelletier explained that she wanted to:

- **Identify and discuss the myriad challenges that await us in the labyrinth.**
- **To dispel the myths (glass ceiling, imposter syndrome) by presenting research evidence attesting to women's capabilities as leaders.**

She also said: *“By the end of this event, hopefully we will not only reframe how we think about women, we will be able to motivate our less supportive colleagues to view women as the assets we are, rather than viewing us as “lacking” in some way.*



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The JHBC Women's Leadership Collaborative

is a platform created by

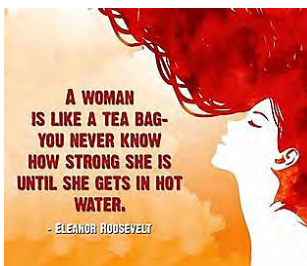


Professor Victoria Seitz Chair of the Department of Marketing and Interim Chair of the Department of Public

Administration. Several years ago, Dr Seitz realized that the women faculty of the Jack Brown College needed a



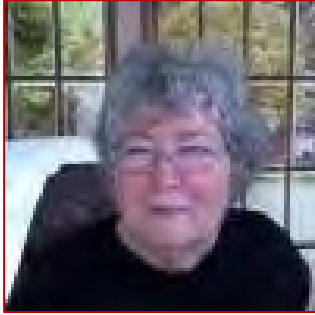
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forum in which they could discuss common challenges in a safe and meaningful way. From this idea has grown lectures,

seminars, and inspirational events from the creative mind of **Dr. Victoria Seitz**.

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Professor Anna Phillips,

Lecturer, at the Jack H. Brown College of Business and Public

Administration,

Dept. of Management is pursuing a Ph.D. in American Politics & Public Law at Claremont Graduate University – her dissertation is on

Pay Equity: A Woman’s Place.

Her gender pay equity study, she explained: “is of relevance to

two very different potential audiences: First, policymakers and activists may learn important lessons from the study; and Second, it may make contributions to the academic scholarship--both to scholars interested in the gender gap in pay and those interested in the broader literature on policy making.”



Professor Bailey Benedict teaches

Applied Communication (MGMT 3500), a course focusing on communication in businesses and other professional settings offered by the Management Department. Dr. Benedict says that “engaging in abundant and transparent dialogue keeps organizations healthy” and that she “aims to help students participate in this dialogue more effectively, efficiently, and ethically.” Her course focuses on both oral communication and written communication, with special attention given to presentational speaking and the mechanics of writing sentences, paragraphs, and documents.

Dr. Benedict’s goal is to help students become more competent and confident communicators.” I believe the ability to speak extemporaneously (i.e., practiced and prepared yet conversational) is an essential skill for businesspeople, as is the ability to convey written messages in grammatically correct and easy-to-understand ways”. As such, her course gives students many opportunities to practice their speaking and writing skills over the course of the semester, through many low-stakes assignments where she expects imperfection.



Imperfection is even more understandable, in **Professor Benedict’s** opinion, given our collective experiences with COVID-19 in the past two years. “Communication skills,” she says, “are like muscles that can become stronger and weaker over time depending on whether and how they are used.” Due to the social distancing, many people have noticed their communication muscles weakening, which “is somewhat worrisome” for her. **Professor Benedict** described how, just as many people struggled with social isolation when we entered the pandemic, many will also struggle with social inundation as we eventually exit it. She

suggests activities such as “engaging in small talk at the grocery store or sending a message to a long-lost friend can help people strengthen their communication muscles. Just like going to the gym, building communication muscles isn’t always easy, she acknowledges, but it is worth it”!



Professor Ghulam Sarwar, is Professor of Finance in the Jack H. Brown College of Business and Public Administration. He spoke about how he incorporates PRME values into Investment Education. He stated that:



“The first step in a disciplined investment process is to construct an investment policy statement that specifies not only risk and return goals but also investment constraints and preferences.”

*“I emphasize in my investment classes how students can include environmental, societal, and governance (ESG) attributes in a policy statement and evaluate companies on ESG criteria to meet their investment preferences. This use of ESG attributes is consistent with applying **PRME PRINCIPLES** in education. Latest research indicates that ESG-focused stock funds outperformed the broader stock market during a market downturn caused by Covid-19 pandemic.”*



Professor Lewis A. Njualem teaches supply chain management, enterprise systems and business analytics courses in the Department of Information and Decision Sciences (IDS) at the Jack H. Brown College of Business and Public Admin. **Dr. Njualem’s** research spans several topics including supply chain sustainability and enterprise application improvements. His teaching and research closely align with **PRME** values.



Sustainability has become a sought-after topic throughout the world. Global supply chains play a critical role in many of the most pressing environmental stress and social struggles identified by the United Nations’ Sustainable Development Goals; therefore, an increase in the advocacy for voluntary practices by organizations to vet and improve activities from upstream supply counterparts is imperative. In his supply chain management course lectures, he emphasizes the need to look at processes within the value chain from a systemic point of view.



Euromoney.org

Sustainable organizations and future industry leaders must go beyond

traditional and financial bottom-lines in their evaluation process. This paradigm shift makes emphases on people, planet, and profit as the cornerstone for sustainable initiatives.

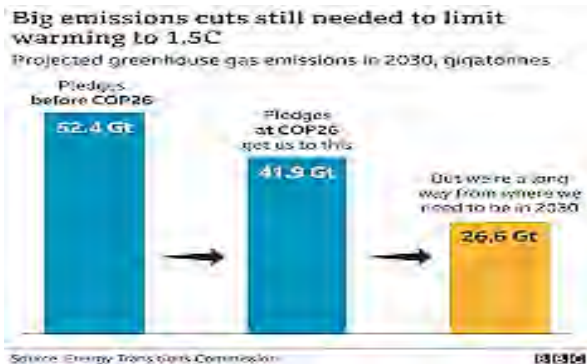
STUDENT FOCUS:

MBA student **Aaron Brill** spotlighted The recent U.N. COP-26 Conference in November 2021, in Glasgow, Scotland. **Aaron Brill** clarified that COP26



was the global event where nations revisited climate pledges made under the 2015 Paris Agreement.

Ahead of it, 200 countries were asked for their plans to cut emissions by 2030. The goal is to keep cutting emissions until they reach net zero by mid-century.



Earlier this year, a report from the

UN-backed Intergovernmental Panel on Climate Change indicated that global temperatures have already risen by 1.1 degree Celsius on pre-industrial levels.



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COP 26, President Alok Sharma stated that “We have kept 1.5 degrees alive. But, its pulse is weak and it will only survive if we keep our



promises and translate commitments into rapid action.” This statement shows

the disappointment the conference attendees felt as the event that was dubbed the “most important COP since Paris” just couldn’t fully deliver on its ambition.

Some countries are already feeling the impact of rising global temperatures and several developing countries, some of which are already facing rising sea levels eating into their territories and extremew eather events devastating lives and livelihoods, branded a rise of 2 degrees Celsius in global temperatures as a “death sentence.”

Developing countries and civil society campaigners were disappointed with the failure to create a robust mechanism to disburse financial aid towards loss and damage in the face of climate change.

Aaron Brill explained that COP26 was neither success nor failure—absolute concepts that don’t reflect the complexities of high-level international negotiations—but a mixed bag of progress on some issues, disappointment on others, and a whole lot of pledges.

Sammonirath Phann's research on **TopGolf's** project, **"Driving For Good"** highlighted an



innovative company that successfully has integrated a product and service with sophisticated value and technology that has elevated the usual golfing experience. It is a place for all levels of golfers to practice driving, with entertainment, food, and socializing. a sport through a blend of technology and entertainment. Every Topgolf features dozens of climate-controlled hitting bays for year-round comfort with HDTVs in every bay.

TopGolf implemented the **Impinj** technology through an embedded **Monza RAIN RFID** tag chip inside the ball ("TopGolf Transform"). Players can wave their golf club on the green light to automatically populate the ball, and the green target on the ground is designed to differentiate different scoring zones. Then the Speedway readers system collects the score and immediately displays it on the readers' monitors. The company differentiates itself from other Golf clubs by relying on the unique experience.



TopGolf national partners include Make a Wish Foundation, Bunkers in Baghdad, Folds of Honor, and the National Urban League. For



example, the Make a Wish project supports young peoples' dreams with simulators for young aspiring golfers--giving them the best

experience within this sport. Moreover, TopGolf project with Folds of Honor support military families through an educational scholarship to children and spouses of fallen and disabled service members. In addition, TopGolf has provided more than 415,000 golf balls and more than 21,000 golf clubs to troops overseas in Bunkers for the last 10 years. TopGolf Entertainment hope to make a meaningful difference with National Urban League by actively perform fundraising and mentorship programs to create positive change.



In 2017, TopGolf's **Youth Plays it Forward Program** launched, providing free gameplay

for high school golf teams and charities. In 2019, TopGolf associates volunteered over 19,000 hours to help the community

For instance, TopGolf volunteered at **Together We Rise Foundation** (an organization that cares for children in foster care) to assemble duffle bags filled with essential items for kids.

TopGolf requires the highest standard of cleanliness throughout the day where all common areas are regularly disinfected between each group. This is important to guests during the recent COVID pandemic.

ALL IMAGES FOR THIS SITE FROM TOPGOLF.COM



In Spring 2021, **MGMT 6850, MBA** student, **Martin Saiz**,

paper highlighted California-based premium shoe manufacturer and retailer, **Allbirds**, Allbirds' **CSR** strategy is a simple three-step process that was created to eliminate its carbon footprint, starting by measuring the total carbon dioxide emissions emitted during their



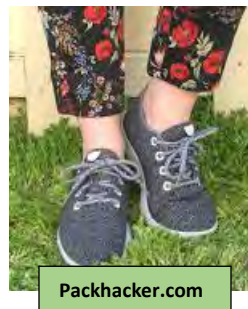
manufacturing process and publicly reporting the data for transparency and accountability.

Allbirds made it their mission to go against the grain and improve the industry's corporation's Corporate Social Responsibility (CSR) strategy when sustainable resources, such as merino wool and eucalyptus tree fibers, weren't being utilized in the footwear industry, since lower-cost synthetic alternative materials are



more advantageous. Their first and most valuable resource is merino wool and they have since added several other sustainable materials to create what they market as *"the most comfortable shoes in the world."*

Tim Brown, Zealand professional soccer player, and his business partner Joey Zwillinger, a biotech engineer and renewables materials expert were motivated to enter a relatively new shoe-making market that creates environmentally friendly products for their customers and



began designing and producing footwear, using all-natural sustainable materials.

Martin Saiz reported that *"current performance data has proven that the company is making an impact with 4.9 fewer kilograms of carbon dioxide emitted (CO2e) per sneaker than the average manufacturer,*

which is the equivalent of driving 12 miles in a small gasoline vehicle.”



A SUSTAINABILITY INNOVATION

The term “Passive House” (German: *Passivhaus*) is a



voluntary standard for energy efficiency in a building, which reduces the building's ecological footprint. It results in ultra-low energy buildings that require little energy for space heating or cooling. A similar standard, MINERGIE-P, is used in Switzerland. The standard is not confined to residential properties; several office buildings, schools, kindergartens and



Passive design is not an attachment or supplement to architectural

design, but a design process that integrates with architectural design. Although it is principally applied to new buildings, it has also been used for refurbishments.



By late 2008, estimates of the number of Passive house buildings around the world ranged from 15,000 to 20,000 structures. As of August 2010, there were approximately



25,000 such certified structures of all types in Europe. The vast majority of passive structures have been built in German-speaking countries and Scandinavia. An additional benefit of intentional communities is improved overall sustainability. The idea of sharing



resources is inherently more sustainable, and these communities lend themselves naturally to sharing kitchens, garden space, responsibilities, tools, secondary fridges or freezers, even cars. By

sharing these types of resources, each individual needs less stuff and thus by far, much less storage space. Therefore the footprint of the community is much smaller than if each person preferred all of these resources to be their own possessions. Sharing know-how among the group also yields improved efficiency—everything from nontoxic snail treatment to organic gardening to fixing a leaking toilet. Almost as an afterthought, all of this sharing and resource efficiency can prove to have another very important benefit: saving a lot of money!

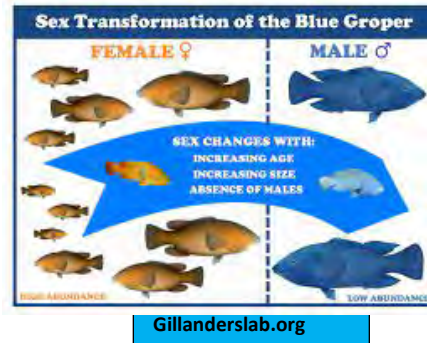
FEMINIZATION OF SPECIES and GENDER-BENDERS?????

Extinction threat rises as creatures ingest 'gender-bending' chemicals from plastics and pesticides

Mother nature is taking over. An extraordinary feminization process has begun to affect Britain's wildlife - and scientists warn it could ultimately dismantle the evolutionary process that has existed for 3.5 billion years. A trend first noted in whelks is starting to spread rapidly among other wildlife species in the food chain.

The first national survey of 42 rivers by the Environment Agency has just been completed and it found that a third of male fish are growing female reproductive tissues and organs. Effects were most pronounced in younger fish, raising grave

implications for future stocks and infertility among men.



Charles Tyler, professor of environmental and molecular biology at the University of Exeter warns that so-called “gender bender

THE CHEMICAL COCKTAIL

A NUMBER of chemicals other than anti-androgens identified as having gender-bending properties have been found in waterways.

BISPHENOL A (BPA): Oestrogen mimicking chemical found in clear plastic bottles, food containers, dental sealants and the lining of food cans.

PHTHALATES: Oestrogen mimicking plastic softener used in toys,

PVC, flooring, shower curtains, and air fresheners.

POLYBROMINATED DIPHENYL ETHERS: Flame retardant used in casing of computers and TVs, furniture, lighting and carpets. Mimics oestrogen.

OESTROGEN: By-product of contraceptive Pill and hormone replacement therapy, it enters environment via sewage.

chemicals“ might create conditions

where a species can no longer thrive.

Scientists now fear that seals, dolphins, otters and sea birds such as peregrine falcons and even honey bees are heading toward a uni-sex existence. Waste plastics in waterways contain estrogen, which cause sexual dimorphism or gender-benders to be observed in some species.



PRME PRINCIPLES....

....For a global movement transforming business and management education through research and leadership.



Principle 1 | Purpose



Principle 2 | Values



Principle 3 | Method



Principle 4 | Research



Principle 5 | Partnership



Principle 6 | Dialogue

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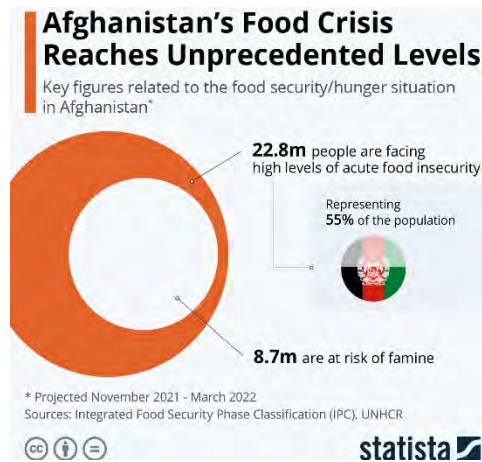
UN NEWS: Acute Humanitarian Crisis in Afghanistan



On December 23, 2021, the U.N. Security Council unanimously adopted resolution 2615 (2021), on a humanitarian exception in the UN sanctions regime applicable in Afghanistan. In a statement, the Under-Secretary General for Humanitarian Affairs and Emergency Relief Coordinator, **Martin Griffiths**, welcomed the adoption, stressing that this milestone decision will enable urgently needed humanitarian action to save lives and livelihoods in the country. Some 160 national and international humanitarian organizations are providing critical food and health assistance in Afghanistan, as well as education, water and sanitation, and support to agriculture, and that we urgently need to ramp up this work. Humanitarian operations in Afghanistan are set to be the largest anywhere in the world in 2022, reaching some 22 million people.



On December 23, 2021, the UN Children’s Fund (UNICEF) warned that “children across Afghanistan are increasingly vulnerable to disease due to the deadly combination of rising malnutrition, an unprecedented food crisis, drought, disruptions to vital health and nutrition centers, lack of access to poor quality of water and sanitation services, and crippling winter weather. In 2021 more than 66,000 cases of measles have so far been reported;



outbreaks of acute watery diarrhea; malaria; and dengue fever. Severe winter weather conditions, with temperatures already well below freezing in many areas, increase the risk of pneumonia and acute respiratory illness.”

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UNICEF Donor
Inquiries:
1-800-367-5437

Please send JHBC/PRME informational items to Professor Breena E. Coates,
bcoates@csusb.edu