



SPOTLIGHT

Business Schools & Ethics/Sustainability

Featured School:

Bentley University

Waltham, Massachusetts, United States

www.bentley.edu

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AACSB International

Bentley University's Ethics and Sustainability Initiatives

Background

With the creation of the Center for Business Ethics (CBE) in 1976, Bentley University has continually promoted a sense of ethics and social responsibility through teaching, research, institutional practices, and corporate and community relations for the past three decades. Founded by W. Michael Hoffman, CBE is dedicated to promoting ethical business conduct in contemporary society. With an international network of scholars and practitioners, the center serves as a forum for benchmarking and research in business ethics. This endeavor was given stronger emphasis based on the recommendations of a 2002 task force on ethics, service and social responsibility, convened by Robert Galliers, then Bentley's provost and academic vice president. The task force was asked to comprehensively scrutinize the institution's status with regard to issues, programs and accomplishments in the areas of ethics, social responsibility, and civic engagement. Its overall finding was that many initiatives in these areas were underway, all of them vigorous and successful, but that they would benefit collectively from further collaboration, coordination and a clear, organizing direction.

As a result of this collective effort, the Bentley Alliance for Ethics and Social Responsibility (see full article) was created. Launched in the 2003-04 academic year, the alliance's current mission is to "amplify and extend the work of the autonomous centers and initiatives on campus, supporting and encouraging greater awareness of, respect for, and commitment to ethics, service, social responsibility and sustainability in faculty research, curricula and campus culture."

Coordinated by management professor Tony Buono, this ongoing initiative is a collaborative effort that is dependent on the commitment of a broad range of stakeholders, including Bentley faculty, staff, students, and alumni, as well as business executives, corporate partners, relevant associations, and other colleges and universities in an effort to enhance and disseminate these ideals. The alliance is built on six "core pillars" in the Bentley community that continue to operate as autonomous entities, but collaborate together.

- **Center for Business Ethics:** Founded in 1976, the center is an internationally recognized center for promoting ethical leadership, conduct, and cultures as critical to an effective and legitimate role for business in society
 - <http://www.bentley.edu/cbe>
 - **Service-Learning Center:** Established in 1990, the center which has built a U.S. reputation (recognized by *US News & World Report*), seeks to promote academic learning, to develop socially responsible working professionals, and to assist community partners in serving the human needs and interests of their constituencies
 - <http://www.bentley.edu/service-learning>

- **Global CyberLaw Center:** Established in 2002, the center focuses on exploring the vast legal, social, and ethical issues relevant to cyberstudies and e-commerce
 - www.bentley.edu/cyberlaw
- **Women's Leadership Institute:** Created in 2003, the institute focuses on strengthening the presence of women in society and fostering partnerships with the business community that highlight and address issues on women in leadership
 - www.bentley.edu/wli
- **Valente Center for Arts & Sciences:** Newly created in 2007, the center's mission is to help make the arts and sciences a vital, integral, and challenging aspect of undergraduate and graduate education at Bentley
 - www.bentley.edu/arts-sciences-center
- **Cronin Office of International Education:** Initially created in 1987, the office's goal is to prepare students to be ethical and responsible participants in the global business environment, and to foster partnerships with universities, companies, and governments around the world

www.bentley.edu/international-ed

A unique feature of the alliance continues to be its integrative focus on ethics, social responsibility, civic engagement and sustainability. BAESR seeks to:

- Support and encourage collaborative and applied transdisciplinary research that has the potential to significantly affect current practice
- Influence curriculum development and pedagogical innovations intended to make our students more ethically sensitive and socially aware
- Ensure a broader application of these principles and ideals in campus life
- Attempt to foster life-long civic engagement and a commitment to responsive corporate citizenship among our students
- Work closely with external organizations—partnering with academic and professional associations, corporations, and nonprofit organizations in pursuit of these goals

Combined with a series of programs and activities across the institution, this initiative has led to a four-part approach that attempts to shape and influence a sense of ethics, service, and responsibility throughout (1) the curriculum and academic life, (2) campus life, (3) the university's research agenda, and (4) in outreach to the academic, corporate and nonprofit worlds.

Curriculum and Academic Life

Teaching Business Ethics Faculty Development Workshop

As a way of influencing curriculum development (at both the undergraduate and graduate level) at the college, in 1988 the Center for Business Ethics (CBE) began working with the chairs of Bentley's accountancy, law and computer information systems departments, providing them with assistance in integrating ethics into their departmental courses. The subsequent work with these departments, and its

success in elevating the visibility of ethics in their curricula and stimulating faculty research in this area, prompted CBE to transform this initiative into a formal workshop. The first session was offered in May 1991 and continues today.

Initially referred to as the Business Ethics "Gadfly" Workshop, the intent has remained the same since its inception—to encourage faculty to address ethical issues and questions of corporate social responsibility in courses across Bentley's curriculum. The 'gadfly' reference dates back to Socrates, who described himself as a "gadfly," a stinging insect whose purpose was to harass and "sting" the citizens of Athens out of their ignorance and intellectual complacency. By "seeding" each academic department with such gadflies, the goal was to develop a core group of faculty who would prod and influence their colleagues to incorporate informed discussions of ethical issues and corporate responsibility in their classes.

Each May, eight Bentley faculty members have gotten together for a five-day workshop to explore ways of integrating ethical issues into their disciplinary courses. The workshop is designed to accomplish this goal through: (1) facilitated discussions among faculty from several different disciplines intended to provide them with a basic grounding in ethical theory and corporate responsibility, and (2) presentations by the faculty participants on integrating ethics into their courses, with the opportunity for feedback from the workshop facilitators and other participants. Guest speakers have included representatives from the Ethics Officer Association, Fortune 500 Ethics Officers, and Boston-area business people who are responsible for ethics and corporate social responsibility initiatives. Over the years, corporate sponsors of the program have included the GE Foundation, Guardsmark, Liberty Mutual, Monsanto, Sears, Texas Instruments, and Verizon.

In 2005, building on the generous support of the State Street Foundation, this program evolved in to the Bentley Global Business Ethics Symposium and Faculty Development Teaching Workshop. Faculty from around the world join Bentley faculty in this endeavor. To date over 150 Bentley faculty and 60 faculty members across the globe have participated in the program. For a fuller discussion of the program, list of external participants and copies of the workshop agendas for the past several years go to:

http://www.bentley.edu/alliance/global_business_ethics_teaching_workshop.cfm

Through this program, ethics have been integrated throughout the business core, as well as departmental courses in management and organizational behavior, accountancy, finance, CIS, and marketing. At the undergraduate level, students are also required to take an integrated business core that includes focused modules on ethics, corporate responsibility and sustainability. At the graduate level, MBAs have a required course on "Leadership, Ethics and Corporate Responsibilities." Both programs are also supported by an array of electives, including PH130 "Corporate Social Responsibility," PH131 "Philosophy of Work," and PH133 "International Business Ethics Business Ethics" at the undergraduate level, and ETH700 "Ethical Issues in Corporate Life," ETH750 "Managing Ethics in Organizations," and ETH810 "Research in Business Ethics" at the graduate level. Bentley also offers a concentration in business ethics in the MBA program and a minor in cyber law (with a strong ethics and social responsibility component) at the undergraduate level. The Ph.D. program also has a required course for all doctoral students on "Ethics and Corporate Social Responsibility."

A sampling of this focus and integration can be found at:

<http://www.bentley.edu/alliance/teaching.cfm>

Liberal Studies Major (LSM)

As part of our undergraduate program, Bentley has created an optional second major that complements a business major with a concentration built around a particular theme of interest. The impulse behind the LSM is to help students increase the value and meaning of their liberal arts education by combining some required courses in the general education curriculum with arts and sciences electives and some business

electives within a concentration. The LSMs include majors in ethics and social responsibility (designed to create a framework for more fully understanding these issues in work and life), earth, environment and global sustainability (focused on developing insights into environmental systems and the economic, political and social constructs necessary to achieve sustainable development on a worldwide scale), and global perspectives (focused on understanding the global economy as well as distinct regions and cultures, with an emphasis on understanding diverse ways of thinking, communicating, acting, doing business and governing).

<http://www.bentley.edu/undergraduate/academics/lsm.cfm>

From the “Class Book” to Complex Problems / Creative Solutions

From 2002-2008, Bentley identified a “class book” that has been assigned to the incoming freshman class. Entering students were expected to read the book during the summer and complete a three-page essay on the issues raised in the book, to be handed in when they come to campus. The book was discussed in [first-year](#) courses and served as the focus of a series of activities, including panel discussions, community conversations, a film series and Web site. One of the selection criteria for the class book is the extent to which it raises questions of ethical and socially responsible behavior. The resulting opportunities for shared academic interaction were intended to create a central intellectual focus for the first-year class and others in the institution who care to join in.

2002: *King Leopold's Ghost* by Adam Hochschild

2003: *The Lexus and the Olive Tree* by Thomas Friedman

2004: *Fast Food Nation* by Eric Schlosser

2005: *The Cheating Culture* by David Callahan *The Cheating Culture* by David Callahan

2006: *The Travels of a T-Shirt in the Global Economy* by Pietra Rivoli

2007: *iTuned In or Out?*, a collection of essays selected by the class book committee, exploring the potential impacts, both subtle and obvious, that technologies can have on our individual psychology, interpersonal relations and social organizations.

2008: *The Pursuit of Happiness?*, **a collection of essays by the class book committee exploring** the complex and challenging relationship between money and happiness

www.bentley.edu/classbook/class-of-2012/index.cfm

Beginning fall 2009, the class book program was phased out and replaced with a new program, “Complex Problems / Creative Solutions” (CP/CS). Because ethical, effective, and nuanced problem solving is required of future business leaders, Bentley is piloting the CPCS program, which is designed to enable students to study a globally important, difficult problem from the perspectives of both business and arts and sciences disciplines, thereby, developing skill in the kind of “kaleidoscope thinking” creativity requires. CPCS will integrate classroom and extracurricular learning as well as disciplinary approaches to problem solving by including guest speakers, corporate site visits, and film viewing.

Students enrolled in CP/CS join other students in classes that are thematically linked to an over-arching theme: “The Unintended Consequences of our Consumer Choices.” Beginning in fall 2009, for the next two years, 60 Bentley students will focus on environmental sustainability in general and the challenge of “techno-trash,” in particular, examining in detail what happens when we dispose of our cell phones, iPods, computer and other electronic gadgetry. Throughout the program, emphasis is placed on learning to solve real-world issues on a global scale.

<http://www.bentley.edu/complex-problems-creative-solutions>

Campus Life

The Bentley Beliefs

As part of an attempt to maintain and nurture the college community and to maximize the potential for learning, the institution embraces what we refer to as the **Bentley Beliefs**, a set of principles that govern conduct in classrooms, residence halls and places of work:

- We strive at all times to treat one another with respect
- We acknowledge and learn from our differences
- We act with integrity and honesty in our academic, personal and professional affairs
- We seek to further the growth and learning of each member of our community and ourselves

At the beginning of each academic year, the incoming class cites and pledges their commitment to these beliefs.

www.bentley.edu/about/beliefs.cfm

Annual Business Ethics Lectures

Building on these principles, the next dimension of the strategy is to go beyond the classroom and curriculum, supporting classroom-based discussions of ethics and corporate responsibility through extra-curricular activities. Among its myriad initiatives, for example, CBE hosts the annual Raytheon Lectureship in Business Ethics, bringing prominent CEOs to campus to talk about ethics and corporate responsibility in their companies. Recent Raytheon lectures have included Raymond Gilmartin (Merck), Anne Mulcahy (Xerox), Jamie Gorelick (board member, United Technologies Corporation), Michael Ruetters (EMC Corporation), Tom Chappell (Tom's of Mine), and Howard Putnam (Southwest Airlines, Braniff Airlines). CBE also hosts the Verizon Visiting Professor of Business Ethics. For one week each spring, a prominent business ethics scholar is invited to campus, giving public lectures, visiting classes and, in general, promoting greater awareness of ethical issues. Past Verizon professors have included such noted ethics scholars as Richard DeGeorge, Norman Bowie, Thomas Donaldson, Laura Hartman, Rush Kidder, Thomas White, and John Boatright. The other centers also sponsor a series of speakers and events that reinforce issues of ethics and corporate responsibility.

<http://www.bentley.edu/cbe/events/lecture-raytheon.cfm>

<http://www.bentley.edu/cbe/events/lecture-verizon.cfm>

Academic Integrity

During 2003 through the alliance, the issue of ethics and personal responsibility became the foundation for Bentley's new Academic Integrity System (AIS). Developed jointly by students, faculty, and administration, the AIS sets and regulates standards of academic integrity throughout the college. An academic integrity coordinator (AIC) oversees and facilitates the system's procedures for insuring fair and effective implementation. The AIC also provides educational outreach to students and faculty, and is available to consult with faculty to determine how to proceed with a suspected violation, assist faculty with investigations, and consult with both faculty and students once a violation is alleged. Finally, an academic integrity board, which consists of faculty and students, becomes involved (1) when there is a prior record of academic dishonesty, (2) in cases that remain unresolved between student and instructor/ college official, (3) when the AIC determines that a hearing is the most effective means of resolving a case, (4) when certain sanctions are recommended, and/or (5) in cases that represent the most serious breaches of intellectual honesty. In these cases, it is the responsibility of the board to determine whether or not there has been a violation and what, if any, sanction should be imposed. Combined with outreach to the student

population – both undergraduate and graduate—about the importance of academic honesty and integrity, a goal is to instill a commitment to ethical behavior as part of business education (and subsequent practice).

www.bentley.edu/alliance/acadintegrity.cfm

Service-Learning

Students also have the opportunity to directly immerse themselves in the surrounding community through the Bentley Service-Learning (S-L) Center. Over each of the past four academic years, the S-L program has averaged more than 650 students in 90 credit-bearing courses, taught by over 60 faculty members in 10 different departments.

<http://www.bentley.edu/service-learning>

Civic Leadership Program: Graduation Pledge Alliance

The visibility of the Alliance and Service-Learning Program has also prompted undergraduate students to get more actively involved through the Bentley Civic Leadership Program (BCLP), which is the Bentley chapter of the Graduation Pledge Alliance. The BCLP, which is student initiated and led, has three foci: campus involvement, civic engagement, and ethical and responsible behavior. Campus Involvement is designed to encourage students to become actively involved early in their undergraduate career, helping them feel comfortable in becoming a leader within their immediate community. Civic Engagement is intended to facilitate student appreciation of the importance of the greater community, which includes aspects of political participation, cultural awareness, and service, with an emphasis on experiences that lie outside of Bentley. Finally, Ethical and Responsible Behavior is designed for students to realize the importance of ethics and social responsibility in their lives. Emphasis is placed on striving for exemplary behavior, being a role model, and active and responsible involvement.

<http://www.bentley.edu/alliance/bclp>

Ethics Policy / Faculty and Staff Workshops

A campus-wide commitment to these ideals is further reflected in the university's campus-wide college ethics policy and oversight committee. Additionally, the Alliance supports diversity workshops for faculty, staff and students (e.g., "Day to Day Diversity," "Becoming an 'Ally' on Sexual Identity Issues"), and a series of campus-wide panels and presentations on current issues, from peer-to-peer file sharing to business ethics and the arts.

<http://www.bentley.edu/alliance/ethicspolicy.cfm>

<http://www.bentley.edu/diversity/index.cfm>

<http://www.bentley.edu/diversity/activities-and-events.cfm>

Sustainability

In 2007, President Gloria Larson signed the American College and University Presidents Climate Commitment, pledging to eliminate Bentley's greenhouse gas emissions over time. The commitment

involves: 1) completing an emissions inventory; 2) setting a target date and interim milestones for becoming climate neutral; 3) taking immediate steps to reduce greenhouse gas emissions through short-term actions; 4) integrating sustainability into the curriculum and making it part of the educational experience; and 5) making the action plan, inventory, and progress reports publicly available.

The signing of the climate commitment spurred the creation of a the Sustainability Task force, which is a coalition of faculty, staff, students, and alumni dedicated to fostering sustainability initiatives. The task force's mission is to:

- Develop, and assess initiatives to improve sustainability on campus
- Provide the steering committee with recommendations for university-wide sustainability policies
- Provide the Bentley community with information and education about sustainability efforts
- Promote environmental consciousness across campus operations

As part of Bentley's climate commitment, all new construction will be built to LEED-silver standards. Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system developed and run by the U.S. Green Building Council (USGBC).

In addition, Bentley has become a member of the USGBC, an energy star partner, and an early adopter of the INFOR EAM green application, which monitors electricity consumption by equipment allowing facilities to perform maintenance on this equipment when the electrical consumption starts to rise.

A complete overview of programs, initiatives and projects is available at:

<http://www.bentley.edu/sustainability>

Bentley Microfinance Initiative

The student-run Bentley Microfinance Club (BMC) strives to integrate microfinance into the Bentley community and to promote community development through education and innovation in microlending activities. The club promotes microfinance by selecting loan candidates, monitoring loan portfolios, working with external partnerships, networking, and providing business plan assistance. Key objectives of the club are education, community development, operational sustainability, and innovation. BMC is unique in that members merge business experience with service—it is one of the first U.S. student run microfinance funds in the greater Boston area.

The club was formed following an undergraduate honors finance course—"Seminar in Micro-Lending"—that paved the way for an innovative financing initiative: a domestic microcredit organization intended to fuel economic and community development by providing loans of 1,500 USD to 6,000 USD to local entrepreneurs at or below the poverty level. Students enrolled in the honors seminar developed a working model for the Bentley Microcredit Initiative (BMI) after researching microfinance successes and failures both abroad and domestically to create a framework that could operate in Boston. The fund is being financed by donations from alumni and parents and has an initial equity line of 100,000 USD on its way to

a total loan portfolio of 300,000 USD.

The Production of Knowledge

In addition to the research interests of individual faculty, Bentley also encourages and sponsors applied transdisciplinary research, emphasizing collaborative projects that involve faculty members across different academic departments and research streams that have the potential to significantly affect current practice. In conjunction with a Risk Management Research Program, BAESR also supports interdisciplinary research on governance, strategy and corporate integrity, and sponsors campus-wide panels and presentations on current issues. The Institute for Women in Leadership similarly sponsors

collaborative research on women in the organizational world, the Cyberlaw Center stimulates research on the growing field of cyberstudies, and the Cronin International Center encourages work on global ethics and corporate responsibility issues through its Faculty Research Fellows Program. Finally, the Center for Business Ethics undertakes research—surveys, studies and data syntheses—of trends in business ethics, and publishes *Business and Society Review* in partnership with Blackwell Publishers.

A list of faculty research and publications is available at:

www.bentley.edu/academics_research/faculty_research/faculty_database

Next Generation Scholars Workshop

The Next Generation Workshop focusing on Environmental, Social and Governance (ESG) issues is a week-long program that brings together promising young doctoral researchers and world-leading experts in ESG related research and practice for the purpose of fostering these young researchers' talents. The program aims to establish a dialogue between present and future ESG researchers, involving scholars from different disciplines with the underlying goal of supporting interdisciplinary conversations.

In May 2009, three internationally recognized experts and four doctoral students (selected competitively) were invited to the Bentley campus in conjunction with the Global Business Ethics Symposium and Teaching Workshop sponsored by the State Street Foundation. The experts and students engaged in a series of presentations and discussions (including detailed one-on-one feedback between expert and student), with the goal of promoting practically relevant research in the ESG area. Students also had the opportunity to participate in the internationally recognized Bentley teaching-ethics workshop occurring the same week.

Visiting faculty for the inaugural Next generation ESG scholars workshop were:

- Blair Feltmate, *Director of Sustainable Development, Ontario Power Generation*
- Lori Versteegen Ryan, *Professor of Management and Director, Corporate Governance Institute, San Diego State University*
- Duane Windsor, *Lynette S. Autry Professor of Management, Rice University*

The first group of Next Generation ESG Scholars were:

- Julia Dare, University of Southern California (California, 2009)
- Yuliya Shymko, Institute Empressa (Spain, 2009)
- Rieneke Slager, Nottingham University (England, 2009)
- Thomas Thijssens, Maastricht University (Netherlands, 2009)

Planning for the 2010 program is in progress; for details see:

http://www.bentley.edu/alliance/global_business_ethics_teaching_workshop.cfm

Geneen Institute for Corporate Governance

Established in 2008 through the generosity of the Harold S. Geneen Charitable Trust, the Geneen Institute is dedicated to the pursuit of directed, leading-edge research on important corporate governance issues via a consortium of faculty and Ph.D. students dedicated to researching social, comparative and reformative approaches to governance. As a central part of the educational process, the fellows undertake an in-depth doctoral research internship. These research opportunities are designed to take place in corporate and/or professional organizational settings over an extended period in order to foster the student's research along with the site organization's own goals.

www.bentley.edu/geneen/index.cfm

The first two Geneen fellows are Darin "Kip" Holderness, *Geneen Fellow in Accountancy*, and Ada Jin Wang, *Geneen Fellow in Business*.

The Geneen Institute of Corporate Governance is offering two Ph.D. fellowships in 2011 in six broad areas of corporate governance:

1. Ethics and corporate boards
2. Regulation and compliance
3. Social and environmental reporting
4. Corporate social responsibility
5. Executive compensation
6. Corporate governance and women in leadership positions

Corporate governance is broadly defined as embracing *the rights and responsibilities among all parties who have a stake in the firm*. In doing so, our faculty and doctoral students will focus on the ways in which policies, processes and people are used to fulfill these rights and responsibilities. At the Geneen Institute, we believe that the center of corporate governance should focus on promoting integrity and accountability within and across organizations from a financial, environmental and social vantage point.

The Geneen Doctoral Fellows will conduct quantitative and qualitative research that focuses on understanding what can foster good corporate governance, examining this at multiple levels, from individuals through organizations to institutions and regulations. They will also consider what the short- and long-term impact of good governance is on individual businesses and societies, both local and global. The ultimate goal of the Geneen Doctoral Fellowship is to create a bridge between academic research and practical application. In this way, the fellows will look objectively at a variety of issues related to corporate governance, many of which will have direct impact on business and the broader stakeholder and stockholder environments.

<http://www.bentley.edu/geneen/index.cfm>

Ph.D. Program

Bentley's doctoral program also includes a number of students focusing on business ethics and corporate social responsibility. This concentration includes research on business ethics, civic engagement and social responsibility in general, as well as a seminar in social, environmental and governance issues. The types of issues our doctoral students are pursuing includes such topics as corporate governance and ethical conduct, corporate social responsibility and profitability, reputational capital, social and financial performance, stakeholder management and the social role of business, women in leadership, and risk management.

In partnership with the State Street Foundation, Bentley also launched the State Street Doctoral Fellowship in Corporate Social Responsibility. The first recipient of the State Street Doctoral Fellowship is Ms. Elise Perrault Crawford. Elise, who holds an MBA from McGill University, began the program in Fall 2008 and is currently in her second year. She recently presented at the 8th Annual Colloquium of the European Association of Business in Society (EABIS). Her paper focused on the socio-cultural, regulatory and normative motivations in voluntary reporting practices in the banking industry. She also spoke at the Conference Board's fall meeting of the Center for Corporate Citizenship and Sustainability in October 2009.

Institutional Review Board (IRB)

In accordance with university's mission, Bentley's IRB is committed to ensuring the safe and ethical treatment of human participants in our research. Federal and university regulations stipulate that all faculty, staff, and student research projects, involving human subjects, are reviewed and approved by the IRB prior to their initiation. This requirement covers all human participant research conducted at, or sponsored by, Bentley, and all research involving human subjects conducted at other institutions in which Bentley faculty, staff, or students will be involved. Our ultimate goal is to provide timely service, support and assistance in promoting the ethical conduct of all research involving human subjects and to assure the safety, rights and welfare of all participants in our research projects.

www.bentley.edu/alliance/irb.cfm

Outreach

The final component of Bentley's approach is outreach to other colleges and universities, the corporate sector and the not-for-profit world.

UN Global Compact: Academic Network / Principles for Responsible Management Education (PRME)

As a signatory of the UN Global Compact's PRME initiative, Bentley is committed to ensuring that these Principles inform our teaching, research, interaction with key stakeholders, and how we operate as an institution. Our Communication on Progress reports for AY 2006-07, AY2007-08 and AY2008-09 are available at:

http://www.bentley.edu/alliance/UN_Global_Compact_Academic_Network.cfm

Global Teaching Business Ethics Workshop

As part of the Center for Business Ethics' programs, for example, the 2004 Business Ethics Gadfly workshop went global, inviting visiting scholars from Budapest University (Hungary), the University of Pretoria (South Africa), the Norwegian School of Management (Sandvika, Norway), York University (Toronto, Ontario), IAE (Argentina), L'Ecole de Management de Lyon (France), DePaul University (Chicago) and Western Washington University (Bellingham, WA) to join Bentley faculty. This past May (2005), State Street Corporation became the program sponsor, and the workshop was expanded to 20 faculty (8 from Bentley, 12 from other institutions). Visiting faculty came from the Stockholm School of Economics (Sweden), University of Asia & the Pacific (Philippines), Jerusalem College of Technology (Israel), Xiamen University (China), New York Institute of Technology (NY), Prairie View A& M University (TX), University of Seattle (WA), University of Southern California (CA), University of Baltimore (MD), University of Maryland (MD), Western Washington University (WA), and Andover Newton Theological School (MA).

To date the program currently has over 60 external workshop alumni. For a list of participants and overview of the program, go to:

http://www.bentley.edu/alliance/global_business_ethics_teaching_workshop.cfm

Global Business Ethics Symposium sponsored by the State Street Foundation

As an extension of the teaching workshop, a day-long symposium on ethical issues was also added that is open to other academic institutions and the corporate and not-for-profit sectors. The intent of the

symposium is to bring together international experts for in-depth discussions of current practices and challenges in business ethics and corporate responsibility. The purpose of the day long event is to both learn and inform by:

- Exploring current practices in other institutions, countries and cultures
- Identifying ways to enhance issues of ethics and corporate responsibility in business education and in outreach to the corporate community
- Disseminating this experience throughout the academic and practitioner worlds.

Planning for the 2010 program is currently in progress. The symposium is tentatively focused on: "What is Sustainability" Differing Perspectives on Sustainable Business Practice in the Global Context." We are also exploring the possibility of holding the 2011 program at Zhejiang University, Hangzhou, China.

2010: What is Sustainability? Differing Perspectives on Sustainable Business Practice in the Global Context

2009: Building Responsible Global Cultures: The Role of Ethics, Corporate Social Responsibility and Sustainability.

2008: Ethics, Governance and Enterprise Risk Management: A Global Perspective.

2007: Business Ethics and Corporate Social Responsibility: Different Sides of the Coin? A Comparison of European and North American Perspectives (in partnership with the Universidad Pontificia Comillas, in Madrid, Spain).

2006: Corporate Social Responsibility in the 21st Century: Coping with Globalization.

2005: Ethics and Risk Management in a Global Environment.

www.bentley.edu/symposium

Bentley-TIME Leadership Forum and the Tomorrow25

Bentley and *TIME Magazine* have partnered to address critical issues of the day in an annual leadership forum. Held during the spring semester on the Bentley campus, the Forum spotlights issues in business ethics, leadership and social responsibility across a variety of industries. The 2010 program will continue the successful theme of "The Business of Healing Our World," focusing on "Accountable Leadership in Action."

The 2010 program speakers include: Dr. Mehmet Oz, one of America's foremost cardiothoracic surgeons; Majora Carter, president of The Majora Carter Group, LLC; Julie Cottineau, vice president of Brand, Virgin USA; and Ted Hoff, vice president, Center for Learning and Development, IBM Corporation.

The leadership forum series to date:

- **2009 Forum:** The Business of Healing Our World: Leveraging Innovation, Social Enterprise and Service.
- **2008 Forum:** The Business of Healing Our World: The Global Imperative to Do Good."
- **2007 Forum:** The Business of Healing Our World
- **2006 Forum:** Global Perspectives in Times of Dramatic Change.
- **2005 Forum:** Can Social Responsibility Be Profitable?

www.bentley.edu/leadership-forum

The Tomorrow25 is an international leadership competition launched in 2005 by Bentley to identify exemplary leaders of tomorrow. Each year, the 25 winners receive national recognition and interact with high-profile leaders at the annual Leadership Forum (all expenses paid), in cooperation with *TIME Magazine*. The Tomorrow25 students also appear in an ad in *TIME Magazine* as part of Bentley's national campaign. The Tomorrow25 winners are chosen through an international nomination process, and selected by an international advisory board, established by Bentley.

<http://tomorrow25.bentley.edu/>

Conscious Capitalism

Building on the success of the first practitioner-centric conference—Catalyzing Conscious Capitalism® in Austin, Texas in November 2008—the 2009 and 2010 Bentley University gathering of thought leaders is laying the intellectual and conceptual foundations of the field, identifying challenges and key research questions. Focused on the theme of “Conceptualizing Conscious Capitalism,” the term reflects the fact that more people today are at higher levels of consciousness about themselves and the world around them than ever before. This is due in part to natural evolution, but also to the rapid aging of society, which has resulted in a higher proportion of people in mid-life and beyond, when consciousness is raised and higher-level needs predominate. The advent of the World Wide Web has accelerated this trend, simultaneously connecting hundreds of millions of people and placing great demands for transparency on companies.

The definition of conscious capitalism has three key elements:

- companies have a purpose that transcends profit maximization
- companies are managed for the benefit of all stakeholders in their ecosystem, not just shareholders
- companies are led by spiritually evolved, self-effacing servant leaders

Companies that practice conscious capitalism embody the idea that profit and prosperity go hand in hand with social justice and environmental stewardship. They operate with a systems view, recognizing and benefiting from the connectedness and interdependence of all stakeholders. They tap into deeper sources of positive energy and create greater value for all stakeholders. They utilize creative business models that are both transformational and inspirational, and can help solve the world's many social and environmental problems.

<http://www.bentley.edu/conscious-capitalism/index.cfm>

The Bentley-Mmofra Trom Partnership

The goal of Bentley's involvement with the Mmofra Trom Center is to contribute to its own intention of become self-sustaining in ten years' time. With the successful development of this 38-acre site near the village of Trom in the Somanya Region of Ghana, children orphaned by AIDS can live near their original home instead of joining the throngs of AIDS orphans who become street children in Accra, the capital city which is roughly an hour's drive away. Villagers in this economically depressed area can also find new opportunities as the site becomes more developed.

Bentley has also established an economic development partnership with the Mmofra Trom Center, such that Bentley will assist the center in developing sustainable sources of income to eliminate dependence

on private donations. Mmofra Trom (MT) represents a life-changing learning opportunity for Bentley students, where they will also be able to share business skills with youth who want to begin small businesses and develop job skills. While building one-to-one relationships with the children of Mmofra Trom, Bentley students will learn the complexity of issues that work for and against economic development and the alleviation of poverty in the developing world. Further, they will have the opportunity to witness first-hand the systemic relationship between education, healthcare, political forces, economic opportunity and culture. Learning to “enable without disabling” will be a key component of student learning.

The program includes 8-week internships and 14-day intensive courses with a 20-hour service-learning component, both on-site, which focus on such projects as: training teachers and students to use computers in educational settings, setting up an accounting system for the MT school and for the project in general, developing marketing plans for attracting street children to the site for daytime activities, developing and submitting grant proposals, developing small business plans in conjunction with older teen-agers, and developing a long-range strategic and financial plan for Mmofra Trom.

Complete information on the Bentley-Mmofra-Trom initiative can be found at:

www.bentley.edu/ghana/index.cfm

City Year Partnership: The “Give a Year” Program

During AY 2008-09 Bentley undertook a new venture with City Year—The Bentley—City Year *Give-a-Year* Partnership, a new program that will enable young people who volunteer for a service year with City Year to enjoy a variety of benefits as Bentley students, including a \$20,000 *Give-a-Year* scholarship from Bentley, Bentley service-learning credits, and internship opportunities with leading global corporations. The initial plan was that Bentley would award up to 10 scholarships annually to Bentley National Service Scholars who participate in the program. The “*Give-a-Year*” Scholarship Program provides selected Bentley students with scholarships for spending a year serving as a City Year Corps Member. As tutors, mentors, and role models, you and other idealistic leaders will be able to make a difference in the lives of children, and transform schools and neighborhoods in 18 U.S. locations. Through service with City Year, Corps Members build on their own strengths and assets, and learn new skills as they achieve their service and professional goals. Clear guidance, constructive training and coaching, and feedback are provided often so that all Corps Members have the greatest opportunity to succeed. Each Corps Member is assigned to a team and learns about the team's specific service focus during Basic Training Academy. Training will be provided to prepare the team to deliver that service effectively. In some cases, corps members are trained by the school system in which they work.

Bentley undergraduate students who apply for and are awarded a “give a year” scholarship will receive a 20,000 USD credit toward their senior year Bentley tuition. Bentley graduate students who apply and are awarded the scholarship will receive the 20,000 USD tuition credit for their graduate study. All “give a year” scholars must apply for and be accepted as a Corps Member by City Year as well. In addition to receiving the 20,000 USD tuition credit from Bentley, “give a year” scholars will receive a 4,725 USD education award from AmeriCorps. Additionally, as City Year Corps members, the students will receive a weekly stipend to defray living expenses during your service year, health insurance, deferment of any college loan payments during your service year, an orientation and training program at the start of service, weekly leadership development sessions throughout your service year, a uniform, a cell phone, and a public transit pass.

Additional information on the program can be found at:

www.bentley.edu/service-learning/give-a-year.cfm

Ethics and Compliance Officer Association

Working with the Ethics and Compliance Officer Association, which was established through the Center for Business Ethics (CBE), CBE offers a “Managing Ethics and Organizations” (MEO) program. Since 1995, over 450 ethics and compliance officers and graduate students have completed the 5-day MEO course. Over the years, the course has provided attendees with practical advice and tools for creating and managing an effective ethics and compliance initiative. Hallmarks of the program include:

- An outstanding faculty of experienced ethics officers and nationally recognized subject-matter experts
- In-depth sessions devoted to the Impact of the Current Legal and Regulatory Environment on Ethics and Compliance Programs, Managing Helplines, Globalizing an Ethics Program, Ethical Reasoning, and Managing Change
- Interactive sessions, extensive Q&A and the opportunity to form an invaluable network of colleagues and peers

www.bentley.edu/cbe/events/programs-managing.cfm

Assessment

A unique feature of this four-part approach is its collaborative and integrative focus, drawing together an emphasis on ethics, social responsibility, civic engagement and sustainability across the entire campus. A lingering question, of course, is whether any of this really makes a difference. While anecdotal evidence to date is encouraging, we are currently in the process of systematically assessing the effectiveness of this approach through our Assurance of Learning initiative.

- **MBA Program:** Students graduating from the Bentley MBA program will have the ability to recognize, value, and make decisions based on professional integrity and corporate responsibility.

Student papers in the required “Leadership, Ethics and Corporate Responsibilities” course will be examined by outside reviewers to determine the extent to which the students are able to:

1. Recognize organizational issues that have ethical implications
2. Identify alternative solutions to address ethical issues and /or dilemmas

- **Undergraduate Program:** As part of a long-term assessment project, the entire 2009 incoming freshman class (approximately 950 students) completed the Defining Issues Test (DIT) and a simulation in Bentley’s Trading Room where they had the opportunity to engage in insider trading. The DIT will be repeated at the end of their freshman year and for each year during their undergraduate career; the Trading Room simulation will also be repeated at the end of their sophomore and senior years. The assessment project will examine changes in student ethical reasoning (DIT) and behavior (Trading Room simulation) following coursework and extracurricular activities emphasizing ethics, social responsibility, civic engagement and sustainability.

The alliance has also increased the visibility of many of these activities and programs, both on campus and with the outside world. As noted above, as we continue to move forward with our Assurance of Learning initiative, the plan is to continue to explore and assess the overall effectiveness of this approach. At present, however, it seems to be a step in the right direction.

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