

FOM-Conference

FOM International CSR Research Conference

Implementing Sustainable CSR Management Solutions



Key Note 1

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„Sustainability in Graduate Management Education,
A Case Study“

Prof. Dr. Thomas J. Nist, Director of Graduate Studies,
Duquesne University, Pittsburgh, USA

April 18th-19th 2013

FOM Hochschule für Oekonomie & Management
Rheinauhafen Süd | Aggripinawerft 4 |
50678 Cologne | Germany

Duquesne University

A photograph of a university campus. In the foreground, a paved walkway leads through greenery. Several people are walking: a woman in a pink shirt and black skirt, a man in a dark suit and tie, and a man in a light blue polo shirt and khaki pants. In the background, there are several tall buildings, including one with 'PNC BANK' on top. The sky is clear and blue.

Connecting Sustainability Advocates
in the Business Community with Students

The Duquesne Legacy

- 135 year Private University with a Catholic tradition
- Currently celebrating Centennial year of the Palumbo-Donahue School of Business: 1913 - 2013
- Ethics-Inspired Management Education: *“Business from a Higher Perspective”*
- *Beard Institute* initiatives focus on the Social, Environmental and Financial stewardship in business practices
- Among the first 100 signors of the UN Global Compact: *Principles of Responsible Management Education*
- Strong Service Learning culture
- Innovative MBA Sustainability currently in sixth year with over 140 graduates

Opportunity and Challenge

Does *Business From a Higher Perspective*
“play” beyond the Duquesne University
Curriculum?

Active Learning has been an element of the Palumbo-Donahue model for a long time

- Proximity to Pittsburgh business community
- Extensive alumni connections
- Student organizations & community service
- Study abroad programs
- Internship & summer job programs
- Case competition
- Investment Center and real portfolio management
- Faculty-Student research partnerships

An Opportunity to Leverage!

- MBA Sustainability Program designed from the outset to integrate active learning into curriculum
- Market opportunity to offer subject matter expertise and independence in tackling tough corporate issues
- Comparable opportunity for practitioners to test and share their initiatives with a neutral group of collaborators
- The range of possibilities are extensive and may be pursued in a variety of ways
- Active learning is now a fundamental element of how we deliver the program
- Elements of the program have been expanded to other curriculum and programs

Making the Connections

- Meetings, Symposia and Professional Groups
- Major Corporate Projects
- International Travel
- Visitors and Guest Speakers
- Local Company Visits
- Student-Driven Programs



Meetings, Symposia and Professional Groups

- Duquesne University/Beard Institute Annual Sustainability Symposium
- Ethics Regulation and Risk Management, partnership with Greater Pittsburgh Compliance Roundtable
- Career Insights for Women in Finance, hosted on campus for professionals and students from ten colleges and universities
- Pittsburgh host of G-20 Summit
- National Association of Corporate Directors, Pittsburgh Chapter
- CFA Institute, Pittsburgh Chapter
- Economic Club of Pittsburgh
- Association for Corporate Growth, Pittsburgh Chapter

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Beard Institute Green to Gold Award



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Major Corporate Projects

- Living-Learning Building Business Case @ Phipps Conservatory
- Development of PPG Industries Environmental P&L
- Economic payback and premium thresholds for “buying green” at PNC Bank
- Developing a supply chain model to achieve zero-waste food service operation at Google
- Immediate payback green investments at FedEx distribution facilities
- Creating an asset out of waste in the materials business at Therm-O-Rock
- Break-even analysis for aluminum vs. plastic materials in consumer electronics products with Alcoa
- Packaging cost reduction project at Medrad, expanded across Bayer

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International Travel

- Exposure to Sustainability agenda in further and lesser developed countries
- Powerful exposure to country-specific finance and risk management issues:
 - RWE nuclear power decommissioning in Germany
 - International Monetary Fund debrief in Iceland
 - Review of emerging market issues in India
 - The Business Case for Eco-Tourism in Peru and Ecuador
 - Return on Community Investments for Alcoa in Brazil



RWE Operations Impacted by Japanese tsunami

- German society reacts to nuclear risk in Japan
- Bundestag takes action to set a timeline for nuclear decommissioning
- RWE management establishes a cooperation with government to develop a three-point plan
- Duquesne students experience a different view of private-public response to major social issue



Visitors and Guest Speakers

- Michael Abrashoff
- Tony Carfang
- Dan Esty & Andrew Winston
- Andy Hoffman
- Walter Issacson
- Georg Kell
- Cary Krosinsky
- Karen Larrimer
- Hunter Lovins
- Michael Oxley
- Tom Ridge
- Andrew Savitz
- Peter Senge
- Ted Senko

Local Company Visits

Idea Cafés – live case study discussions

- Alcoa – anticipating technology expectations of professional employees
- Deloitte – business strategy for SME competitors
- American Eagle – social challenges that come with international outsourcing
- Catholic Youth - marketing plan for adult day-care
- US Steel – marketing American made steel around the world
- PNC Bank – sustainability practice claims without green washing
- UPMC - visit to LEED certified hospital under construction
- Entrepreneurial problems –
 - Technology adoption in the third world
 - Eliminating bottled water through an alternative dispensing system

Student-Driven Programs

- **Red & Blue Partners Investment Fund**
 - Security Analysis and selection using Bloomberg & S&P data for valuation
 - Accounting oversight including shareholder records, audit, and tax reporting
 - Portfolio Social and Environmental Risk Assessment using KLD and TruCost
- **High School Financial Literacy Initiative**
 - Partnership with CFA Chapter in Pittsburgh
 - Insights for college-bound and employment
- **Net Impact**
 - Lunch-and-Learn – alumni and faculty led mentoring sessions
 - Campus Greening Initiatives – composting, recycling, “greening the living centers”
 - Community Service – river clean-up, tree planting

Recommendations to ensure success

- Cast a wide net to identify potential interaction
- Clarify desired outcomes for program
- Establish student expectations
- Maintain balance in the program
- Prepare / Experience / Debrief / Follow-Up



Success
Has a Familiar Ring



PALUMBO ■ DONAHUE
School of Business
DUQUESNE UNIVERSITY

www.duq.edu/business