

Rutgers Business School Newark and New Brunswick



Sharing Information on Progress (SIP) Report to Implement the Principles for Responsible Management Education November 2017- November 2019

November 1, 2019

A Statement of Renewed Commitment from RBS Dean Lei Lei

We live in an era of unprecedented social, economic, and ecological challenges. At Rutgers Business School (RBS) we are committed to taking on these challenges head-on and working together with our communities, networks, and constituents to broaden our impact and deliver the next generation of Resilient, Resourceful, and Responsible business leaders. As such, I write these introductory comments to underscore our continued commitment to the Principles for Responsible Management Education.

In this document, you will find an overview and summary of many initiatives and accomplishments RBS has made in relation to the PRME organization and the U.N. Sustainable Development Goals since becoming a signatory in 2017. Our faculty and staff believe in the importance of ethical, socially responsible, and sustainable business practices. We value our role in providing curricula that challenge and inspire our students; thought provoking research that is transformational and that has societal impact; and engagement with our stakeholders to build sustainable solutions.

In forming a PRME chapter, and engaging in this SIP reporting process, we have uncovered a wellspring of interest from our faculty, students, and staff for building a diverse coalition and committing to the improvement of sustainable business education. RBS will continue to expand partnerships and opportunities in support of the PRME mission in the coming years and I look forward to this critical and ongoing engagement.

Sincerely,

Dean Lei Lei

Rutgers Business School

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Overview of Rutgers University

Rutgers Business School–Newark and New Brunswick (RBS) is one of 29 schools and colleges that form Rutgers, The State University of New Jersey. Its 69,000 students come from all 50 states and more than 125 countries, and 80% of its undergraduates receive financial assistance.

As the premier comprehensive public research university in the state, Rutgers' mission includes:

- **Providing for the instructional needs of New Jersey's citizens** through its undergraduate, graduate, and continuing education programs;
- **Conducting cutting-edge research** that contributes to the medical, environmental, social, and cultural well-being of the state, as well as aiding the economy and the state's businesses and industries; and
- **Performing public service** in support of the needs of the citizens of the state and its local, county, and state governments.

Rutgers is dedicated to excellent teaching, innovative research, and serving the local, national, and global communities.

Sustainability at Rutgers

Rutgers seeks to continue and expand its sustainability initiatives in:

- Renewable energy and energy efficiency
- Sustainable landscaping
- Water refill stations
- Food waste minimization
- Biodiversity

Rutgers has over 350 courses that touch on one or more of the seventeen United Nations Sustainable Development Goals, and many faculty members perform research that supports those goals. New buildings at Rutgers are designed to meet LEED Silver certification. Most campuses feature solar panels, geothermal systems, rain gardens, water refill stations, and other sustainability features. The <https://sustainability.rutgers.edu/> website publicizes these efforts, allows Rutgers students to become more involved in sustainability, and attracts new students to consider sustainability-related studies at Rutgers.

The University Committee for Sustainability was established in 2005 to engage the Rutgers community and to advise senior administration on sustainability issues by:

- Recommending appropriate policies for sustainability
- Assisting with identifying suitable projects for sustainability initiatives
- Assisting with completing a sustainability audit of the university
- Recommending appropriate goals
- Assisting with preparing an annual report on our achievements

The University Sustainability Committee's mission is to organize and articulate sustainable practices and principles in education and research, and in our university operations with the goal of reducing our impact on the environment. The committee has broad representation from faculty, staff, and students from all of our campuses and Rutgers Biomedical and Health Sciences (RBHS).

Some major initiatives and milestones at Rutgers University related to sustainability include:

- **Rutgers Climate Institute**
The Rutgers Climate Institute (RCI) is a University-wide effort to address climate issues through research, education, and outreach. Many departments at Rutgers collaborate across disciplines in the natural and social sciences, the humanities, engineering, law, and medicine. RCI's work includes public outreach, education, and service to New Jersey. The Institute regularly hosts events on climate change, which are open to the public, and feature noted climate scientists and international, federal, and state policy-makers, journalists, and authors. <https://climatechange.rutgers.edu/>
- **Rutgers Center for Green Building**
The Rutgers Center for Green Building promotes environmentally responsible, resource-efficient building through research, education, and training, as well as through partnerships with industry, government, and not-for-profit agencies. <http://rcgb.rutgers.edu/>
- **Rutgers Energy Institute**
The mission of the Institute is to foster fundamental and applied scientific research and policy research to develop sustainable energy production that is compatible with economic growth and environmental vitality. <https://www.rei.rutgers.edu/>
- **Richard Weeks Hall of Engineering- Sustainable Systems**
Living laboratories, physical and cyber-system environments, indoor and outdoor monitoring, and miniature prototypes allow for replication of real-world environmental challenges and advances in research and education. <https://weekshall.rutgers.edu/sustainable-systems>
- **The College Avenue Redevelopment Project**
Devco and Rutgers partnered to ensure the sustainability of new buildings constructed on College Avenue, following LEED standards. <http://www.rutgersleed.com/>
- **Alan M. Voorhees Transportation Center**
The Alan M. Voorhees Transportation Center, which is part of the Edward J. Bloustein School of Planning and Public Policy, was created in 1998 to facilitate informed public debate on critical transportation issues and to conduct research in areas that are not addressed by conventional sponsors. The Center specializes in identifying and exploring transportation linkages to other public policy areas, such as economic development, land use, political governance, finance, and social policy. <http://vtc.rutgers.edu/>
- **Center for Advanced Infrastructure and Transportation**
Across all transportation modes, the Center for Advanced Infrastructure and Transportation at the School of Engineering works to maintain and improve U.S. infrastructure, lower life-cycle costs, increase resilience, and promote safe, economically efficient, and environmentally sound ways to keep our country moving. <http://cait.rutgers.edu/>
- **Rutgers Dining Food Recovery Initiative Hierarchy**
 - Source reduction - Prepare what is necessary for primary operation
 - Utilize appropriate, prepared leftover foods in the dining hall menu cycle
 - Make donations to food pantries, food banks, community based secondary food facilities
 - Feed animals - Divert food waste for animal feeding
 - Mechanical digestion of food and provide used oils for rendering and energy conversion
 - Provide food for mechanical digestion
 - Landfills (last resort)

Overview of Rutgers Business School

RBS has close to 10,000 students enrolled in nineteen degree programs and various certificate and executive training programs across its Newark and New Brunswick campuses. RBS has an undergraduate program on each campus and several graduate programs that span both campuses. RBS also offers programs online and at satellite locations in New Jersey and Asia. In Newark, RBS seeks to be a leader in urban business education and a key contributor to the Chancellor's strategic vision for a Newark-based anchor institution.¹ RBS focuses on original research, innovation in business education, and academic program rankings.

RBS has six academic departments: Accounting & Information Systems, Finance & Economics, Management & Global Business, Management Science & Information Systems, Marketing, and Supply Chain Management. Beyond their publications, RBS faculty have shaped corporate (public) and governmental accounting systems, standards and practices; improved supply chain methods and disaster recovery planning; facilitated growth in urban economies; and contributed to governments at the local, state, and national levels. RBS faculty have also had a strong impact in the fields of operations research, information technology/data science (particularly data security), international business, and ethical leadership.

The goals of the RBS Strategic Plan are to: (a) **enhance RBS's visibility** and preeminence nationally and internationally through top-notch research and program innovations; (b) **achieve greater social impact** by bringing practical and theoretical knowledge to bear on problems facing our communities and facilitating economic growth of New Jersey and beyond; (c) **generate revenue growth** to invest in existing and new programs and initiatives and to attract exceptional and diverse faculty and student talent. As a top public business school in the northeast, with a high percentage of underrepresented minority students and first-generation college students, RBS strives to develop a diverse workforce for the future. Our curricula and programs prepare students to interact with data and technologies creatively and analytically, to value and pursue lifelong learning and skill development, and to develop a cooperative, sustainable, and entrepreneurial approach to business problem-solving.

Our students are prepared, technically and emotionally, not only for the careers that exist today, but also for the new opportunities and challenges that may arise in the future. To help students to achieve success, we supplement our academic curricula with supporting programs, such as case competitions, skill-building events and workshops, mentorship programs, support programs for first generation and underrepresented minority students like our B-STAR program, which won the 2017 AACSB Innovation Award, and career support opportunities for students with alumni and industry leaders (descriptions of these programs are provided later in the document).

¹ Rutgers-Newark is a diverse, urban, public research university that is not just *in* Newark but *of* Newark—an anchor institution of our home city. As posited by the Anchor Institutions Task Force, we think of anchor institutions as enduring organizations that are rooted in their localities, place-based organizations that persist in their communities over generations even in the face of substantial capital flight, serving as social glue, economic engines, or both.

RBS Accomplishments in Recent Years

The U.S. News and World Report has ranked Rutgers-Newark as the #1 “most diverse national university in the United States” since 1997. RBS continues to excel in diversity, while also improving on other measures due to the strong teamwork of our faculty, staff, students, alumni, corporate partners, and school leaders. By increasing the reputation of our school, we increase the quantity and quality of our student applicants, re-engage our alumni base, and attract corporate recruiters and sponsors to improve our resources, research output, and educational experience. Our positive trajectory in the last few years is evident in the following rankings:

- **2015:** #1 Public Business School in **NJ** (*U.S. News & World Report*, 2015)
- **2016:** #1 Public Business School in **NJ/NY/CT** (*U.S. News & World Report*, 2016)
- **2017:** #1 Public Business School in **Northeast** (*Financial Times*, 2017)
- **2018:** #1 Public Business School in **Northeast** (*Financial Times*, 2018)

We have set a record for RBS academic program rankings and competition wins:

- **#1** MBA employment among the Big 10 Schools – *Financial Times*, 2017, 2018
- **#1** MBA job placement in the U.S. – *Bloomberg Businessweek*, 2016
- **#1** Accounting Information Systems research – *BYU Accounting Ranking Report*, 2017
- **#1** Return on Investment for a business degree – *Financial Times*, 2017
- **#1** Public Business School in the Tri-State area – *U.S. News & World Report*, 2016, 2017, 2018
- **#1** Public Business School in the Northeast – *Financial Times*, *Global MBA Ranking*, 2017
- **#1** Most female students among the Big 10 B-schools – *U.S. News & World Report*, 2016
- **#1** MBA Placement in Healthcare Industries in the U.S. – *BioSpace*, 2016
- **#2** MBA job placement in the U.S. – *Bloomberg Businessweek*, 2017
- **#3** MBA employment nationwide – *U.S. News & World Report*, 2016
- **#3** Best for Vets nationally, Graduate degrees – *MilitaryTimes*, 2016
- **#4** (NB) and **#5** (NWK) Most First-Generation Students – *Poets & Quants*, 2018
- **#5** Undergraduate Supply Chain Management program in North America – *Gartner*, 2016
- **#7** Public Business School in the U.S. – *Financial Times*, 2018
- **#7** Cost-effectiveness for undergraduate business programs (NWK) – *Poets & Quants*, 2018
- **#7** Undergraduate Accounting program nationwide – *College Choice*, 2016
- **#7** Top Schools for Entrepreneurs – *Bloomberg*, 2017
- **#7** Manufacturing/Logistics in the World – *Financial Times*, 2017
- **#9** Top 10 colleges for jobs on Wall Street – *Business Insider*, 2016
- **Top 10** Most diverse business faculty in U.S. – *Ph.D. Project*, 2017
- **#22** Executive MBA program in the U.S. – *Financial Times*, 2018
- **#24** Business School in North America. – *Financial Times*, 2018
- **#27** Public Business School in the U.S. – *U.S. News & World Report*, 2016
- **#37** Full-Time MBA in the U.S. – *Financial Times*, 2017
- **#38** Part-Time MBA in the U.S. – *U.S. News & World*, 2017 (up 31 positions from 2013)

Because of a strong emphasis on team collaboration, real world case studies and problem-solving, and faculty mentorships and coaching, our students have received national recognition:

- **#1** in the 2017 Global Hult Prize Competition which included a \$1 million prize
- **#1** in the 2017 CME Group Trading Challenge, out of 600 teams from 35 countries
- **#1** Beta Gamma Sigma chapter in the world out of 544 chapters, 2017
- **#1** in the 2017 and 2018 PRMIA Risk Management Challenge out of over 20 regional teams
- **#1** in the 2018 National Minority Case Competition out of 15 teams

- #1 in the 2016 LaunchR U.S. Department of Energy Competition out of 7 regional finalists
- #1 in the 2017 DECA Business Ethics Competition out of 48 North American teams
- #1 in the 2017 Yale School of Management Healthcare Competition out of 15 national teams
- #1 in the 2016 Grand Business Challenge at NC State out of 10 international teams
- #2 in the 2018 National Black MBA Case Competition out of 36 national teams

Catalyzing the PRME Movement at Rutgers Business School

Background

In November 2017, RBS signed onto the Principles for Responsible Management Education (PRME), a UN Global Compact initiative pursuant to an “RU Sustainable” Rutgers University-wide event held on October 11, 2017, and attended by more than 200 students, faculty, and staff members. The keynote speaker at that event was Jonas Haertle, then Head of PRME. His remarks and the entire event focused on the 17 UN Sustainable Development Goals (SDGs), and how Rutgers could contribute to making them a reality in four key areas called **CORE: Curriculum, Operations, Research, and Engagement**.

Following Haertle’s opening remarks, students, faculty, staff, and community representatives participated in a hackathon-style roundtable discussion organized around projects designed to advance one or more of the SDGs.

Approach

The RBS approach is to catalyze and organize the PRME initiative as a large scale, systemic change process that requires planning and execution from the top-down and bottom-up, and across all disciplines and functions. The intention is to pilot and then provide replicable processes and measurement tools that can be adapted and used by other universities around the world.

To build awareness, understanding, and momentum of the 17 UN SDGs among faculty, staff, and students, the project began by enrolling 35 volunteer representatives from every RBS functional department, staff from the Careers Department who could help gain access to the 17 active undergraduate RBS clubs, and leaders of the Net Impact MBA chapter. Faculty from the School of Environmental and Biological Sciences (SEBS) who are members of the Rutgers Sustainability Committee and who have technical expertise in the science behind the SDGs were also included. These committees have been actively working to implement PRME at Rutgers ever since.

The project began by assembling the PRME Team and establishing the five interdisciplinary, multi-level teams described below. The charter team first developed the Operating Principles shown in Appendix A, which describe our approach as “inclusive, collaborative, appreciative, multidisciplinary, synergistic, and self-organizing.” These were subsequently vetted and approved by the full PRME team and shared with the faculty and staff at large.

The focus is on building upon what RBS is already doing and going where the greatest energy leads. Early on, the Committee decided to leverage the RBS mission statement, which already includes most of the principles set forth by PRME:

The **Mission Statement** of Rutgers Business School (RBS) is:

By cultivating business knowledge, ethical judgment, and global perspective in our students, by promoting innovative research and teaching, and by establishing robust business

partnerships, Rutgers Business School - Newark and New Brunswick serves New Jersey, the communities we reside and work in, and the world.

The RBS **Vision** is: *To be among the nation's best public business schools as this is understood by all of our constituencies.*

And our brand is: **Resilient; Resourceful; Responsible**

Reinvent Yourself for the Digital Era

At the first PRME meeting attended by all volunteers, five working groups were established, each of which continued to meet separately over the following year, and created these deliverables:

- **Charter Team** developed the Vision, Mission, and Operating Principles. Approved by the full PRME Working Group (see Appendix A for Operating Principles).
- **Research Team** developed and implemented a baseline Qualtrics survey for faculty and staff.
- **Curriculum Team** conducted benchmarking, helped to create a new MBA course and concentration, and integrated AIM2Flourish (SDGs) into a required Undergraduate Management Skills course.
- **Student Engagement/Corporate Social Responsibility Team** organized and ran a series of large scale Open Space events focused on the SDGs and related “shovel ready” projects.
- **Jobs/Internships/Mentoring Team** developed and disseminated an inventory of programs, internships, and mentors.

More information on each of these key initiatives is provided below.

Key Initiatives

- **Visioning Exercise:** In February 2018, the PRME Working Group held a visioning session to identify shared vision themes for RBS. The visioning exercise had five key steps:
 - *Confirm key stakeholders:* Students (undergrad and graduate); Faculty/staff (tenured, non-tenure track, and part-time lecturers); Corporations; Alumni; the University as a whole; Communities served (local, NJ, U.S., World); and Recruiters.
 - *Set ground rules:* Future focus, everyone participates, no edits
 - *Build a Flawless Future through Stakeholder Eyes*

The visioning session kicked off with this statement:

“It is now November 2019 and RBS is submitting its first “Sharing Information on Progress (SIP)” report to PRME. RBS has met and exceeded all of our goals for the first two years of PRME, and is now being held up as a model for Universities around the world. Our faculty’s research is breaking new ground every day, as we work collaboratively across disciplines. Our students’ level of engagement is through the roof. Recruiters are raving about the quality and commitment of our students. Corporations are benefiting from our expertise and partnerships. We have made a tangible impact on just about every one of the 17 UN Sustainable Development Goals.”

- Next, facilitators moved the group through the seven key stakeholder groups, adding Post-Its to the wall to capture dozens of concrete examples of what each stakeholder group would be saying and doing if this flawless future were being realized.
- The group then clustered the Post-Its into strategic themes and labeled them.

- Finally, the PRME Working Group identified six high level shared vision themes:²
 - *Pride/Prominence/Leadership*
Example: “I am proud of my institution and its impact on sustainability.”
 - *Socio-economic impact*
Example: “I will use the city of Newark as the subject of my research and challenge my students to utilize and retain our established sustainable goals in the classroom and beyond.”
 - *Green/environmental impact*
Example: “I greatly appreciate living and serving in a community that understands the importance of environmental sustainability and channels this ethic in its social and civil practices.”
 - *Teaching/Academic impact*
Example: “I have been a strong contributor to shaping my students’ knowledge, ethical judgment, and their role in society and UN SDGs.”
 - *Stakeholder/Community impact*
Example: “Rutgers has made the community grow healthier and wealthier.”
 - *Personal agency*
Example: “I am committed to incorporating sustainable thinking in every purchase I make, and I hope to work for a company that shares my resolve.”

- **Faculty & Staff Survey**

The PRME **Research Team** designed and implemented a baseline survey to assess current activities related to the 17 UN Sustainable Development Goals (SDGs) in Research, Teaching, Service, and Activities outside of RBS for all faculty and staff (plus related Work Responsibilities for staff) with the plan to redo the survey in the future to assess progress.³

The survey was rolled out to RBS faculty and staff in April 2018, and consisted of four key focal questions:

- Assessing what faculty and staff are **currently doing** in areas (Research, Teaching, University Service, Activities outside RBS, plus Work Responsibilities for staff) related to the UN SDGs
- Gauging interest in **getting more involved** in any or all of the UN SDGs
- Determining the **kinds of support** they need to enable them to do more in their areas of interest
- Assessing interest in participating in one or more of the **PRME Working teams**

Results indicated that both RBS faculty and staff had a **moderate level of involvement** in activities related to all 17 UN SDGs, and in all areas of Research, Teaching, University Service, Activities outside RBS, and Work Responsibilities. For faculty, the highest level of current involvement was in Teaching, and the second highest was in Research. For staff, the highest

² More examples can be provided on request.

³ An analysis of Survey results is available on request

level of current involvement was in Activities outside RBS, followed by Work Responsibilities, and University Service.

While there is a moderate level of activity by a relatively small subset of RBS professors across many of the UN Goals, there is **considerable interest in getting more involved by a wide cross-section of faculty and staff.**

The faculty's greatest interest is on enhancing their teaching in areas related to the UN SDGs, while the staff's greatest interest is in learning more about the topic. In particular, the faculty have expressed a strong desire for course materials, guest speakers/experts in their classes, informational resources, seminars, and enhancing student experiences. For staff, there is a strong demand for a calendar of events, followed by training about SDGs, and seminars on topics related to SDGs.

In addition, there is shared interest among RBS faculty and staff to participate in one or more of the PRME working teams, with Research and Student Engagement/CSR being the most heavily favored teams.

Taking these findings into account, it was recommended that RBS:

- Expand the opportunity to participate in PRME teams to more faculty and staff.
 - Develop and share course materials related to the SDGs for use in a wide range of classes and departments.
 - Identify guest speakers/experts on various SDGs for professors to invite to their classes, and for staff to hear at informational seminars.
 - Develop and implement informational resources, seminars, training materials, and a calendar of events related to the SDGs.
 - Open collaboration opportunities for faculty and staff to work together on the SDGs.
- **The Curriculum Team** conducted a series of benchmarking analyses to see how RBS curricula compare with other leading universities, and to identify new activities to enhance and integrate the SDGs and ethics in business and society into the RBS curriculum.
 - *Introduction to Corporate Social Innovation*
A parallel initiative has developed a new MBA elective course on Corporate Social Innovation (CSI) under the newly established [Rutgers Institute for Corporate Social Innovation](#). The new "Introduction to Corporate Social Innovation" course is being piloted in Fall 2019.
 - *AIM2Flourish*
In 2018, several professors who teach "Management Skills" piloted the UN Global Compact's student engagement [AIM2Flourish](#) program, which integrates the SDGs into a required undergraduate RBS course. Since then, more than 1,000 students have participated in AIM2Flourish. Out of 809 stories published in 2018, two RBS student teams won AIM2Flourish Prizes in 2019 for SDG #8 Good Jobs and Economic Growth and SDG #12 Responsible Consumption and Production.
 - **Student Engagement/Corporate Social Responsibility Team** organized and ran a series of large scale Open Space events focused on the SDGs and related "shovel ready" projects. This evolved into a highly successful and replicable initiative at RBS:
 - *Collective Impact for the Global Goals:* In March 2019, 14 Newark-based projects were launched to foster SDG-inspired social impact through community service in Newark. The

projects focused on: urban agriculture; farmers' markets; clean, potable, lead-free water; engaging the next generation in manufacturing careers; enhancing energy efficiency for small and medium sized businesses; sustainable fashion using repurposed fabric for clothing; and providing healthy, sustainably sourced food to schoolchildren who would otherwise go hungry.⁴

In April 2019, RBS held a competition for the student project teams to present their results. Seven of the 14 original project teams participated in the Project and Case Competition for cash prizes under a Robert Wood Johnson Foundation grant, all of which were donated to the community-based Newark sponsoring organizations. A panel of cross-disciplinary faculty and UN PRME representatives served as judges for the competition. The results were featured in [NJBiz](#) and [Sustainability: The Journal of Record](#).

- **Lessons Learned and Key Takeaways**

The following lessons learned and takeaways were synthesized and presented by Jeana Wirtenberg at the PRME 5th Regional Meeting held in Cleveland on June 3, 2019:

Management as a **systemic change** process:

- Establish a sense of urgency
- Garner top management support
- Create a compelling future vision and strategy
- Establish a guiding coalition
- Assess readiness for change
- Empower broad-based action by faculty, staff, students, businesses, nonprofits, and the community at the individual, team, and organizational levels
- Provide opportunities for everyone to engage in the process and contribute
- Generate short-term wins, provide recognition, and celebrate successes
- Anchor new approaches in the culture (e.g. project/case competitions, curricula)

- **Jobs/Internships/Mentoring:** This team developed and disseminated an inventory of programs, internships, and mentors. We are now focused on identifying companies and RBS corporate partners that have made a commitment to sustainability goals and corporate social responsibility. We will also highlight specific jobs and internships within those companies that contribute directly or indirectly to advancing specific SDGs.

⁴ A list of projects is included in Appendix B

RBS Activities Promoting and Addressing the 17 SDGs

The Economy

SDG 8 Good Jobs and Economic Growth

- ***Center for Urban Entrepreneurship and Economic Development (CUEED)***: Since 2009, CUEED helps first generation entrepreneurs to have thriving and profitable businesses through the Entrepreneurship Pioneers Initiative (EPI). EPI recently graduated its 9th class, bringing the total number of program graduates to 350. This is the first center of its kind to integrate scholarly works with private capital, government, and nonprofit sectors to develop citywide resources and bring renewed economic growth through urban entrepreneurship. It fosters new urban entrepreneurs who actively seek a socially conscious urban renaissance.

CUEED has launched two new programs: 1) The Blacks and Latinos in Technology initiative provides access to educational resources, incubated business environments, and bridges to the investment community in order to increase the number of successful Black and Latino-owned technology companies in the U.S. 2) CUEED PII, which is a federally funded by the Minority Business Development Agency, aims to increase the number of under-represented inventors, scientists, and technology-focused Minority Business Enterprises engaged in federally-funded innovation and technology programs. CUEED received the Rutgers College Ernest E. McMahon Class of 1930 Award for its significant and creative contributions to extending the University's educational resources through executive training, counseling, and mentoring of first generation entrepreneurs across New Jersey, enabling fledgling urban entrepreneurs to generate more than \$23 million so far in new revenue for the state.

- ***Center for Market Advantage (CMA)***: CMA's mission is to facilitate ongoing interaction between business leaders, academic researchers, and governmental and non-governmental stakeholders to promote the discovery and dissemination of strategies that create a sustainable market advantage. CMA contributes to the competitiveness of its member organizations, facilitates value co-creation by and for stakeholders, encourages global trade and economic development, and generates a repository of the state-of-the-art knowledge.
- ***Center for Market Research***: This Center aims to connect the marketing research industry with academics through academic research and educational programs. The Center supports research activities to develop and apply emerging research paradigms, methodologies, and techniques to various business problems. The Center also oversees the MBA concentration in Marketing Research Insights and Analytics, a unique program that equips future marketing intelligence leaders with the capability to understand business problems and opportunities, and to address them with effective plans, programs, and analytics that lead to business solutions.
- ***Rutgers Center for Real Estate***: Based on a model of real-world education, industry-focused research, and the exchange of ideas, this Center is a dynamic hub for students, academics, and professionals to shape the future of the field through: 1) education based on an innovative real estate curriculum; 2) research on the macro-economy and its impact on real estate; and 3) exchanges of ideas and perspectives among students, faculty, and industry leaders.

- **Small Business Development Centers of New Jersey (SBDC):** Hosted by RBS, the SBDC’s small business clients generated 16,115 new jobs in the state in 2017, and received \$73.3 million in additional debt and equity investments last year.
- **Career Services:** Career Services professionals support students’ career objectives, prepare students to compete successfully for jobs, and connect them with the best internships and career opportunities available through career coaching, resume and cover letter review, mock interviews, resume referral services, job posting and search services, self-assessments, on-campus recruiting events, career fairs, corporate presentation opportunities, alumni networking opportunities, and skill-building workshops. External consultants help students with specialized skills. Career Services promotes RBS as a source for top talent by preparing students to find internships, co-ops, and full-time employment through:
 - Giving employers concentrated, targeted, and focused access to business students
 - Preparing students to market their value effectively to prospective employers
 - Partnering with University Career Services, alumni, and faculty to augment existing resources.

RBS Retention, Graduation, and Job Placement Rates 2018

	First-Year/Full-Time Student Retention	Graduation Rate	6 Month Job Placement Rate
Undergrad – Newark	88%	70%	86%
Undergrad – NB	96%	83%	90%
MBA – FT	98%	98%	89%*

*3 months after graduation

- **College Fed Challenge:** Sponsored by the Federal Reserve Bank of New York, the College Fed Challenge is a competition designed to bring real-world economics into the classroom. Teams play the role of monetary policymakers by analyzing economic conditions and recommending a course for monetary policy. A student from RBS was a member of the team that won 1st place out of 41 teams in the nation in 2017.
- **RBS NextUP Program:** Launched in 2016, this pre-college program is designed to increase access to RBS by introducing high-performing, high-potential high school freshmen and sophomores from diverse and underserved backgrounds to the opportunities available in business. About 65 high school students attended the AY16/17 event with their families, and 83% of RBS NextUP participants indicated that they will apply for admission to RBS as a result of their NextUP experience.
- **Collective Impact for the Global Goals:** Under a Robert Wood Johnson Foundation Grant, RICSI sponsored this student competition (See Appendix B). A student team won the \$500 second-place prize for “Engaging the Next Generation in Manufacturing Careers,” which demonstrated that evolving technology in manufacturing represents a source of employment. The team plans to counter the perception of declining manufacturing through tours to help high school students to learn more about Newark-based manufacturing companies and the job opportunities they offer.

SDG 9 Innovation and Infrastructure

- ***Center for Information Management, Integration and Connectivity (CIMIC):*** CIMIC collaborates with researchers and industry experts across disciplines to provide a platform for multidisciplinary, integrated research and development activities. Its mission is to conduct applied scientific research on issues related to digital libraries and electronic commerce, develop new applications, and facilitate the transfer of technology to sponsor organizations.
- ***Center for Research in Regulated Industries:*** This Center undertakes and promotes research in electricity, gas, water, telecommunications, other network industries, and postal/delivery sectors. Topics include regulatory governance mechanisms and pricing structures. The Center has been responsible for the publication of many books and the *Journal of Regulatory Economics*, and it has organized over 250 workshops, seminars, and conferences in North America, Europe, and Asia.
- ***Collaborative for Technology Entrepreneurship and Commercialization (CTEC):*** CTEC focuses on translating cutting-edge technology and scientific discoveries into new business opportunities for startup ventures or new business lines. Students and faculty across Rutgers join with inventors and business professionals to build the future through innovations based on sound business practices.
- ***Rutgers Advanced Institute for the Study of Entrepreneurship and Development (RAISED):*** RAISED supports student and faculty entrepreneurship initiatives across RBS, the University, and our communities. RAISED focuses on a synthesis of research, teaching, and engagement that rejects the idea that academic rigor and practical relevance are competing goals.
- ***The Rutgers Institute for Corporate Social Innovation (RICSI):*** RICSI aims to educate the next generations of business leaders to integrate social innovation into their business strategies by creating links with other schools across Rutgers and in industry to develop a leading-edge business school curriculum based on social innovation and sustainability. RICSI serves as a center of excellence for research and engagement for academia and industry.
- ***PRMIA Risk Management Challenge:*** Sponsored by the Professional Risk Managers' International Association (PRIMA), this challenge encourages undergraduate and graduate students to use critical and creative thinking to solve realistic business problems with a risk management focus. PRMIA aims to develop and strengthen professional and social relationships among students, faculty, and risk professionals. The competition is open to students in Canada, the U.S., and the EU. In 2017, an RBS team won 1st place out of 117 teams.
- ***UPitchNJ Entrepreneurship Competition:*** UPitchNJ is sponsored by the New Jersey Collegiate Entrepreneurship Consortium. Each university sends an undergraduate student team that has developed a startup idea or launched a startup to compete for cash prizes and business services. In 2017, the RBS team won 1st place out of 12 regional universities.

SDG 10 Reduced Inequalities

- ***B-STAR Program (Business Student Transition at Rutgers):*** The B-STAR program is managed by our Office of Diversity Programs. Phase I supports undergraduate minority students who have accepted admission to RBS. In 2016, the office launched the RBS Connect, Engage, and Opportunity (CEO) Network to facilitate Phase II of the program. The RBS CEO Network partners with local, national, and global organizations, such as KPMG, UBS,

Goldman Sachs, and Ernst & Young, to provide opportunities for students to develop their talents and skills and to offer students from underrepresented and underserved backgrounds with opportunities for leadership and professional development through:

- Networking, soft skills, mentoring, and site visit opportunities
- Workplace diversity education and training
- Internship and full-time job opportunities

The CEO Network was recently recognized in a Financial Times (10/20/19) article, “Social purpose: how business schools around the world measure up.”

In AY 18/19, the program had approximately 110 B-STAR students (3.4 average GPA) enrolled across both campuses. In 2019, two RBS B-STAR students were recognized by Poets & Quants as 2019 Best & Brightest Undergraduate Business Majors. (Poets & Quants – Best & Brightest 2019). The program also received the 2017 AACSB’s Innovation Recognition Award, where Dean Lei was interviewed and videotaped for the new achievements of B-STAR (RBS B-STAR – AACSB Recognition 2017).

B-STAR academic coursework emphasizes practical applications through projects for industry and community “clients” that give students opportunities to test their content knowledge and to work in teams to make a meaningful difference. This coursework helps to reduce inequalities by giving students early exposure to real-world challenges by linking underrepresented students to corporate senior leadership to explore career paths, workplace environments, and professional development.

- ***Pre-College Enrichment Program (RBS PREP):*** This program is designed to recruit underrepresented, high-performing students from New Jersey high schools. During AY 18/19 RBS PREP engaged 25 high school juniors from 16 high schools with the following statistics:
 - 57% of students are Black/African American
 - 44% of students are Hispanic/Latino
 - 30% of students are from Newark and the greater Newark area
 - 43% of students are classified as low-income students in their respective school districts according to free/reduced lunch data

Students took a college-level “Management Skills” course. Upon successful completion, they earned three academic credits toward their undergraduate degree. Over 63% of participants completed the program with a 3.0 average GPA or higher.

- ***Rutgers University Business for Youth (RUBY):*** RUBY is a student-run organization at RU-NB that mentors and educates underserved local high school students about business and college. The program accepts approximately 60 high school students per year. In the first year, students learn to write business plans, compete in a Business Plan Competition, and take at least one trip to a corporate facility. In the second year, students take field trips, hear faculty talk about majors, learn about college financing options, and prepare for the SATs. In the third year, students focus on applying to RBS and other colleges.⁵
- ***Improving Diversity in the Financial Services Industry:*** RBS co-sponsored this event on October 19, 2016, with the Federal Reserve Office of Employee Benefits. Approximately 300 Wall Street and government executives attended, including Newark Mayor Ras Baraka, John Williams, President and CEO of the Federal Reserve Bank of San Francisco, and Edith Cooper,

⁵ RUBY can also fall under SDG 4, and 8

Managing Director of Goldman Sachs. Participants gave the conference an overall rating of 9.3 on a scale of 1-10 in the post-event survey.⁶

SDG 12 Responsible Consumption and Production

- ***Center for Supply Chain Management:*** This Center develops innovative strategies and practical solutions for business problems across the supply chain. With world-class research and innovative teaching, the Center integrates inter-functional business disciplines and collaboration between the business community and Rutgers.
- ***The Center for Business of Fashion (CBF):*** The CBF develops leaders in the fashion industry through a rigorous undergraduate and graduate academic curriculum and academic research in the business of fashion. CBF explores economic, legal, international, and strategic issues that affect the fashion industry locally and globally, including sustainable fashion and consumption.
- ***Big Ten Plus Supply Chain Case Competition:*** This event invites teams from the Big 10 and other universities to compete in a supply chain case challenge. In 2017, the RBS team won 1st place out of 16 teams.

Society and Ethics

- ***Institute for Ethical Leadership (IEL):*** At RBS-Newark, IEL programs for students and practitioners cultivate the knowledge and imagination needed for ethical leadership. The IEL Research Fellows, a cohort of tenured Rutgers business ethics professors, connect with other colleges to improve teaching, research, and service in the field. The IEL also shares values and ethics-based learning with leaders in the non-profit community to build effective, ethical leadership in the greater Newark area. Programs include lectures, short-term intensives, long-term leadership development, and support cohorts to build better leaders for a better world.
- ***The Ethical Leadership Conference:*** Rutgers University Office of Ethics & Compliance partners with Big 10 schools in this annual conference to examine ethics as they relate to healthcare, sustainability, corporate social responsibility, and creating an ethical culture.
- ***DECA Business Ethics Competition:*** With over 15,000 members in 275 colleges, DECA prepares future leaders and entrepreneurs from high schools and colleges around the globe in marketing, finance, hospitality, and management. The DECA Business Ethics Event challenges student teams to analyze a business situation containing an ethical dilemma, and then present their proposed resolutions to a judge with industry experience. In May 2017, the RBS team won 1st place out of 48 teams.
- ***Corporate Social Responsibility (CSR) Certificate Program:*** The IEL, RICSI, and RBS Executive Education collaborated to design and run a highly successful two-day Corporate Social Responsibility (CSR) certificate program, October 17-18, 2019. The program was designed to increase participants' understanding of CSR (nationally and internationally), and provide the latest tools, insights, and resources to communicate, implement, and champion a CSR strategy. It was led by industry-recognized RBS faculty, professionals, and practitioners with deep expertise on the best ways to approach sustainable activities, practices, and policies. The program provided a unique opportunity for participants from multiple corporations and

⁶ Improving Diversity in the Financial Services Industry can also fall under SDG 4, and 5

organizations to learn the powerful impact CSR can have from a financial, environmental, societal, and employee perspective.

SDG 1 No Poverty

- ***The Mandela Washington Fellowship:*** This flagship program of the Young African Leaders Initiative (YALI) empowers young African change-makers and leaders through academic and hands-on training and networking. Since 2014, fellows from sub-Saharan Africa who wish to serve the public through nonprofits, community-based organizations, public administration, or as entrepreneurs have participated in the Mandela Washington Fellowship. Fellows are picked to represent their countries through a competitive application process and participate in the program at American universities chosen by the U.S. Department of State. In Summer 2018, Rutgers offered two training institutes:
 - A civic leadership institute with a curriculum developed through a partnership between Rutgers Global, the School of Social Work, and the Center for African Studies.
 - A sustainable business and entrepreneurship institute with a curriculum developed through a partnership between Rutgers Global, Rutgers Business School, and the Department of Chemistry and Chemical Biology.

Each institute served a group of 25 fellows. Rutgers was the only U.S. host university to offer two institutes in 2018.⁷

- ***Hult Prize Global Challenge:*** The Hult Prize is the world’s leading platform for the creation and launch of for-good, for-profit startups at universities in over 100 countries. In nearly a decade, the movement has deployed more than \$50M of capital into the sector and mobilized more than one million young people to rethink the future of business through disruptive innovation. The Hult Prize Foundation has been called the “Nobel Prize for Students” and has been featured in a TIME Magazine Cover Story, highlighting the “Top 5 Ideas Changing the World.”⁸
 - In 2017, the RBS team won 1st place in the world out of 100,000 participants from over 100 countries. Their company, Roshni Rides, created a solution for the challenges faced by refugees in resettlement camps: a rickshaw transportation network that works like a ride-sharing shuttle service. The energy-efficient rickshaws provided by Roshni rides take passengers on preset routes to key destinations including hospitals, schools, and markets.
 - In 2018, two Rutgers teams won regional Hult competitions. One team’s project developed a device that harnesses solar power to sanitize water. This project grew out of a class that promotes social innovation at the RU-NB Honors College. The other team proposed a system called LivingWaters to capture, filter, and purify rainwater. This project was developed from a student’s research into the daily challenges of people living in settlements without electricity in Sub-Saharan Africa, the Middle East, and South Asia.

⁷ Mandela-Washington Fellows can also fall under SDG 8 and 10.

⁸ Hult Prize Global Challenge can also fall under SDG 10 and 12

SDG 2 No Hunger

- **Collective Impact for the Global Goals Projects:** Several Collective Impact student engagement/CSR projects in Appendix B specifically address food insecurity in Newark.
 - The “Don’t Miss a Day Boxed Food Drive” student team won 1st prize of \$1,000 for supporting a food drive helping hundreds of school children who would otherwise go hungry on non-school days to receive non-perishable meals in small boxes that can be carried home easily. The team collected 1,940 meals to distribute to students at three Newark elementary/middle schools in an effort to address child hunger and its impact on academic achievement and social development. It was awarded the top prize in a competition sponsored by the Rutgers Institute for Corporate Social Innovation on April 23, 2019. The money will be used to support the program in Fall 2019.
 - The “Urban Agriculture/Wellness and Nutrition” student team won 2nd prize of \$500 for designing and developing an urban agriculture business model with a network of suppliers and distribution channels throughout Newark. The team worked with the Farm to Table Co-Op operating at the Newark People’s Garden to quantify the amount of leftover produce based on the abundance of produce it generated during its first growing season. Based on those projections, the team engaged potential partners in the social, private, and public sectors, including local produce shops and food programs. The prize money was donated to Newark Science and Sustainability.

SDG 3 Good Health

- ***Culture of Health Executive Roundtables:*** Under a \$450,000 grant from the Robert Wood Johnson Foundation to the Rutgers Institute for Corporate Social Innovation, three Executive Roundtables were held in 2019.⁹ Their focus was to bring together scholars, executives, and practitioners in the health fields to define and develop a “culture of health” in the United States, based on health and well-being goals related to physical, mental, emotional, and social well-being, not merely the absence of disease.

The three Executive Roundtables focused on:

- **Roundtable I** – The Role of Business in Promoting Healthy Communities and Workplaces
 - Designing healthy communities
 - Creating healthy workplaces for employees
 - Labor, technology, employment, and caregiving in an aging society
- **Roundtable II** – Addressing the Health Effects of Climate Change: Resilience and Health Policy
 - Climate change health impacts in New Jersey
 - Climate change as an exacerbator of health inequities
 - Addressing climate change as an emergent corporate responsibility
- **Roundtable III** – Impact of Social Determinants, Cultural Competence, & Diversity on Health

⁹ An overview of the Roundtables can be found in Appendix C.

- How healthcare organizations can advance racial equity and create business value
- The role of diversity, cultural competence, and equity in a culture of health

The conversations focused on changing conditions that hold problems in place, influencing how people think about these problems, offering fresh proposals for policies and practices, leveraging technology, and changing infrastructure.

- ***Yale School of Management Healthcare Competition:*** The goal of this case competition was to address difficult issues and exciting developments in the healthcare sector through interdisciplinary collaboration. In 2017, RBS team won 1st place out of 20 teams.
- ***H.E.A.L. (Health, Education, Advocacy, and Law) Inter-Professional Center for Children and Families:*** H.E.A.L. is a collaboration between RBS, Rutgers Law School, School of Social Work, School of Public Policy, and the University Hospital to provide health services and legal advice to Newark children with learning disabilities and health problems. The mission of H.E.A.L. is to reduce poverty’s adverse effects on the health and well-being of Newark children and families, and to connect faculty with opportunities for collaborative education and service delivery. Recent highlights include:¹⁰
 - Provided free legal and social services to children and their families in the Newark area, and helped 325 low-income children and families with over 800 legal and social issues.
 - Created a multidisciplinary training curriculum, including material to educate students on how to address social determinants of health for multi-disciplinary groups. Since 2013, this program has trained over 100 Rutgers graduate and post-graduate students and medical residents across disciplines including social work, psychology, nutrition, nursing, graduate dental, pharmacy, and public health.
 - Developed a multidisciplinary undergraduate course that is offered through the Honors Living and Learning Community, and is cross-listed with RBS. This course uses an Engage Scholarship model in which students do hands-on projects in the community, so they learn theory while practicing and making a difference in their communities.
- RBS faculty have received grants to improve quality and efficiency in the healthcare system from agencies such as the National Science Foundation and the National Institute of Health. See Appendix D for a list of these grants and grants related to other SDGs.

SDG 4 Quality Education

- ***Innovations in Undergraduate Business Education and Innovations in Graduate Business Education Conferences:*** For the last four years, RBS has hosted these conferences in alternate years, inviting business school leaders to discuss key issues and brainstorm cutting edge solutions with industry leaders. Each conference has attracted about 75 Deans and Associate Deans from business schools across the country plus industry and academic leaders.

The centers below promote educational innovation and financial support for graduate research:

- ***Rutgers Institute for Corporate Social Innovation:***
 - The MBA elective “Introduction to Corporate Social Innovation” provides a foundation to prepare the next generation of business leaders to integrate social innovation,

¹⁰ H.E.A.L can also fall under SDG 1, and 4

sustainability, and shared value-creation into their firms' operations, culture, and ventures. The course helps students to develop awareness and understanding of the global challenges facing society, and how CSI strategies and initiatives can address those challenges while being beneficial to the businesses undertaking them.

- The Social Innovation Research Seminar Series comprises monthly seminars designed to advance interdisciplinary research on social innovation. Scholars across disciplines lead each session through a discussion of current research on social innovation and develop ideas for future research on social innovation. The audience is primarily doctoral students and faculty from business schools or related disciplines.
- **Center for Governmental Accounting Education & Research:** This Center sponsors academic research projects in collaboration with the Governmental Accounting Standards Board (GASB) and other academic and professional organizations.
- **Rutgers Accounting Research Center (RARC) and Continuous Auditing & Reporting Lab (CAR Lab):** The internationally renowned RARC and CAR Lab have led the accounting profession into the Internet era and now lead research on continuous audit and audit analytics. RARC furthers research and creative teaching methods in accounting and information systems through the use of technology to support teaching and decision-making in accounting.
- **Rutgers Center for Information Assurance (RUCIA):** RUCIA was chartered to advance education, foster applied research, and serve as a liaison between Rutgers University, industry, and government in the information assurance practice and related disciplines. RUCIA aims for a leadership role in the areas of information assurance, information systems, computer security, systems reliability, data mining, and national security.
- **Rutgers Center for Operations Research (RUTCOR):** RUTCOR was established in 1983 to coordinate operations research activities in many parts of the University and to support the development of operations research in New Jersey. RUTCOR sponsors interdisciplinary research projects, facilitates research contacts between Rutgers and industry, runs conferences on current operations research topics, sponsors colloquia, publishes several international scientific journals and an international technical report series, and hosts distinguished visiting scholars from around the world.
- **Whitcomb Center for Research in Financial Services:** This Center was established in 1986 to fund research, acquire up-to-date financial databases, and underwrite faculty and doctoral students' participation in academic conferences. The Center's goal is to facilitate research in financial services, foster interaction between the academic and business/finance communities, and bring national recognition to the research being done at RBS.

RBS has also recently sponsored and organized the following high-impact conferences:

- **The 2016 and 2018 RBS Conference on Innovations in Graduate Business Education** for over 100 deans and associate deans from the Big 10 and other leading business schools
- **The 2017 and 2019 RBS Conference on Innovations in Undergraduate Business Education** for over 100 deans and associate deans from the Big 10 and other leading business schools
- **The 2016 and 2017 RBS CEO Evolution Conference Series**, as part of the annual CEO series organized by Wharton, RBS, and UConn

- ***The Annual World Continuous Auditing & Reporting Symposium*** with over 150 participants from the Big Four accounting firms and many academic institutes
- ***The 2016, 2017, 2018 RBS Symposium on Business Community Engagement*** with over 130 business leaders, faculty, and representatives from the community
- RBS also works with alumni and corporate sponsors to enhance the quality of education and prepare RBS students to become future professionals. Examples of recent initiatives include:
 - Launched a free, special-purpose RBS workshop series that includes MiniCase analysis, communication and presentation skills, and Excel and Tableau training;
 - Instituted a lunch program to bring together business executives and Undergraduate Associate Deans;
 - Launched the Road to Wall Street Program and an associated academic course to expand opportunities for a diverse student population;
 - Revised the undergraduate core management curriculum to emphasize leadership and interpersonal skills, based on feedback from industry executives;
 - Funded undergraduate business case competitions sponsored by J&J, Target, Deloitte, and other firms;
 - Supported student participation in a National Diversity Case Competition sponsored by Indiana University;
 - Initiated and held workshops on dining etiquette and interview skills for first-year students, students on probation, and students in the graduating class;
 - Expanded the New Jersey County College Case Competition;
 - Continued a High School Junior Achievement Case Competition series;
 - Enriched and expanded the “Business Forum” class for freshmen to practice mock interviews that are evaluated by industry experts;
 - Arranged for the Office of Career Management to partner with organizations that give minority students access to opportunities, such as INROADS, MLT, SEO, and JUMPSTART;
 - Funded students to attend industry conferences, including diversity conferences under the auspices of the Association of Latino Professionals for America (ALPFA), National Association of Black Accountants (NABA), and conferences for women;
 - Established the Finish Line Scholarship Program to help students with financial hardships to complete their senior year at RBS through a joint effort by faculty, staff, and alumni.
- ***Poets & Quants:*** In 2017, four of our undergraduate students were listed among the Best and Brightest business seniors across the U.S.
- ***Grand Business Challenge at North Carolina State:*** This event introduces MBA students to industry and gives them an opportunity to gain insight into real-world business challenges, while evaluating how they react under pressure. In 2016, the RBS team won 1st place out of 10 teams from the U.S., Czech Republic, and China.

- **Beta Gamma Sigma (BGS):** This international business honor society recognizes students in the top 10% of their class. The RBS-NB chapter has nearly 185 students and received the Gold Chapter Award for its strong membership, its student-run community service events, and its mentorship and tutoring programs. Activities include fundraising for the Make-A-Wish Foundation and participating in the Big Chill charity race and the Into the Light 5K for mental illness awareness. BGS accolades include Highest Honors Chapter Award in 2015, Outstanding Chapter Award–Honorable Mention in 2016, Outstanding Chapter–Gold Chapter Award in 2017, and Outstanding Chapter–Silver Chapter Award in 2018.
- **Social Media Ambassador Program:** In 2016, RBS launched a Social Media Ambassador Program to give select Marketing students the chance to apply their knowledge of social media by promoting, operating, and maintaining the RBS-NB Instagram account, @RU_Business, which informs RBS students of events, networking opportunities, and RBS accomplishments.
- **AIM2Flourish:** Undergraduate students enrolled in the required RBS “Management Skills” course apply their knowledge of management concepts by working with organizations aligned with the United Nations SDGs. Students interview company employees and leaders to understand the company’s innovations, how they align with SDGs, and which management concepts contribute to the organization’s success. Students document their interviews and submit their stories to the AIM2Flourish website for possible publication. Out of 809 stories published in 2018, two RBS student teams won AIM2Flourish Prizes for SDG #8 Good Jobs and Economic Growth and SDG #12 Responsible Consumption and Production in 2019.
- **Future Business Leaders of America – Phi Beta Lambda (FBLA-PBL) National Leadership Conference:** Every year, nearly 2,000 of America’s best and brightest college students travel from across the country to compete for the opportunity to win more than \$150,000 in cash awards by demonstrating mastery within their chosen field(s) of study. In 2017, an RBS alumnus was named *Business Person of the Year* and the RBS Chapter was recognized as a Platinum Chapter. In 2018, a team including two RBS students placed first in Economic Analysis and Decision Making, and took home a prize of \$1,200. In 2019, an RBS student placed second in the organization’s highest honor and competition, Future Business Executive, winning a prize of \$200. He was also recognized on-stage for his contributions to the National Committee and was a recipient of a PBL Who’s Who Award, representing Rutgers and New Jersey.

SDG 5 Gender Equality

- Our Office of Diversity and Mentoring programs provides mentoring, coaching, and support services for hundreds of high school and RBS students each year through the B-Star program, which prepares underrepresented minorities, and Women BUILD, which helps high-achieving female students to develop their potential (see Women BUILD below).
- **Research:** Some Rutgers faculty write on nuances related to achieving gender equality, as well as the intersection of gender and racial equality. See Appendix D for a more complete list.
- **Teaching:** Our faculty teach a diverse curriculum, including courses that explicitly address gender and gender equality in a business context. Examples include:
 - “Managing Workforce Diversity” is an elective for Management & Leadership majors. The course provides an in-depth look at the nine federally protected classes (e.g. sex and

pregnancy) and best practices for diversity and inclusion in all aspects of the employee lifecycle (e.g. recruitment, hiring, and training). Topics include barriers and opportunities for women in the workplace, women role models, stereotypes and unconscious bias against women, gender expectations of women, differences in communication styles between women and men, women who are CEOs at Fortune 500 firms, wage differentials, sexual harassment, best places for women to work, and women-owned business enterprises.

- “Women Leading in Business” is a Management and Global Business elective for all RBS undergraduates and a requirement for Women BUILD students. The course introduces students to the core concepts of leadership and career development, with particular emphasis on the ways that gender affects leadership capabilities and effectiveness.
- In “Business, Ethics & Society,” one class session is dedicated to the topic of gender discrimination and discusses the article, “Facial Discrimination,” *Harvard Law Review* Vol. 100, No. 8 (June 1987) pp. 2035-2052.
- Women BUILD students also take a “Leadership Seminar” course that helps students to understand the dimensions of gender identity and explore the unique challenges and opportunities for women in business. The course encourages students to question their own assumptions and to become more self-aware and confident members and potential leaders of an organization. Students learn to make meaningful connections between seminar content and the development of their personal leadership styles.
- Faculty, especially in typically more male-dominated fields like Supply Chain, Finance, Business and Information Services, make an effort to highlight that women can and should be in senior leadership roles, bring in female professionals to tell their stories, and ensure that women are called on to contribute during classroom discussions.
- **Service:** Faculty and staff strive to enhance gender equality within RBS. For example, the accounting department focuses on attracting more women to the MBA in Professional Accounting program by bringing more female students to open house events, working with on-campus women’s organizations, and conducting all-women project presentations.
- **Other Activities:** RBS faculty and staff extend the conversation and providing thought leadership on gender equality across public, private, and government sectors.

Outside faculty keynotes/speaking engagements on leadership, diversity, inclusion, and unconscious bias:

- October 2016: NJ Conference for Women
- October 2017: NJ Conference for Women
- March 2018: American Chamber of Commerce (AmCham) in Singapore
- June 2018: NJ Bankers Women in Business
- June 2018: SES (Senior Executive Service) Leadership
- June 2018: Riker Danzig Women in Leadership
- November 2018: Young Professionals Summit
- Outside the classroom, faculty members serve on Boards of PowerPlay NYC, a non-profit that uses sports to advance the lives of underserved girls by helping them to grow socially, emotionally, and academically, and Brown Athletics W.O.M.E.N., which focuses on Rutgers alumnae providing career mentoring and networking for student-athletes.

- The Women Entrepreneurs’ Network (WEN) business breakfast series is a NJSBDC (New Jersey Small Business Development Center) program that gives women entrepreneurs a space to hear empowering stories of ways that other women have succeeded in their businesses and careers, and to connect with professional career women who are power brokers in their private or public professional sectors.
- **Women BUILD (*Building Undergraduates in Leadership Development*):**¹¹ This program enrolls high achieving undergraduate women on both campuses in structured curricular and co-curricular experiences and provides opportunities for self-development, including the skills needed to navigate the challenges in today’s workplaces. Current sponsors include Accenture, Goldman Sachs, Ernst & Young, Johnson & Johnson, Prudential, PwC, Vanguard, and Nestle Health Sciences. The AY17/18 BUILD Student Profile shows:
 - Average GPA: 3.7
 - First-generation college students: 24.2%
 - Underrepresented minority students: 83.1%
 - Summer internship/co-op placement for Juniors: 93%
 - Full-time employment/graduate school enrollment after graduation: 100%

Recognition:

- Two BUILD students were selected for the competitive “Girls Who Invest” national summer intensive training program at the University of Pennsylvania and Notre Dame.
- Two BUILD students were among the four from Rutgers selected as the Poets and Quants 2018 Best and Brightest Business Undergraduates.
- A BUILD alumna is one of the 4-member team that won the 2017 International Hult Prize. The \$1 million prize goes toward implementing a social innovation project.
- The Women BUILD program was showcased for empowering the next generation of female business leaders in a recent Financial Times article (10/20/19), “Social purpose: how business schools around the world measure up.”

Women BUILD hosts an Annual Summit on Women’s Business Leadership that includes over 100 participants, including students, alumni, and other professionals.

- **Start Smart:** Women BUILD partners annually with AAUW (American Association of University Women) for Start Smart, an interactive workshop that teaches college women the confidence and skills to negotiate fair and realistic compensation. By teaching women how to negotiate for equitable pay and appropriate benefits for both short- and long-term economic security, this program allows women to take individual action to help diminish the wage gap.
- **Women in Business:** Undergraduate and MBA Women in Business student clubs foster a community of networking, collaboration, and shared experiences that expose students to career alternatives and builds their confidence as professional women. Guest speakers from a variety of professional fields educate the students about career possibilities.
 - In Newark and New Brunswick, Rutgers Undergraduate Women in Business empowers future women leaders by building a strong community that develops participants’ professional skills, promotes business education, and fosters personal growth.

¹¹ Women BUILD can also fall under SDG 4

- At the graduate level, Rutgers Women in Business encourages and supports the professional and personal growth of female MBA candidates through continuing education, networking, and social opportunities, creating a robust community of Rutgers students, alumni, faculty, administrators, and leaders in the outside business community.
- **Team UP:** This program pairs undergraduate students in a mentoring relationship with a business professional in the field they are preparing to enter. The program provides professional exposure and builds strong and sustainable connections with alumni and the business community.
 - **Participation** (through May 2019)
 - Team UP has created 1,872 mentoring relationships since it was established in 2014.
 - 69.6% of students in this group are underrepresented minority students, 52.3% are women, and 38.5% are women of color.
 - **Undergraduates Outcomes** (AY 2018-2019)
 - 91% of mentees reported that they are more confident about interacting with professionals after being mentored.
 - 87% of mentees reported that their relationships with their mentors have improved their ability to chart their professional path.
 - 85% of mentees expect their relationship with their mentors to continue beyond the formal process.
 - RBS undergraduates who were mentored received a starting salary \$5,500 higher on average than those who were not mentored. (2017 NB Graduating Student Survey)¹²

SDG 11 Sustainable Cities and Communities

See Public-Private Community Partnership Office (PPCP) in SDG17 below.

SDG 16 Peace and Justice

- **The Financial Institutions Center:** This Center acts as an interface between industry, regulators, and academia. The Center serves industry leaders and practicing professionals through research and conferences on issues related to the unique environment of industry regulations imposed by regulatory agencies.
- The concept of organizational justice is taught in our MBA “Organizational Behavior” course and our undergraduate “Management Skills” course. In these required courses, students learn about distributive, procedural, and interactional organizational justice, the emphasis that managers and employees place on each type, and how justice affects employee motivation.
- **Military and Veterans Center:** RBS has 203 students who are using veteran’s benefits or who are affiliated with the military. To support these students, the new RBS Military and Veteran Center helps our growing Military and Veteran Engagement Programs to support military-affiliated students and the organizations that will employ them. Program goals include:
 - Educating and supporting student veterans about their finances, health, etc.
 - Helping student veterans to achieve their career potential

¹² Team UP can also fall under SDG 4 and 8

- Broadening military cultural competency inside and outside of RBS and Rutgers
- Assisting companies with veteran hiring initiatives and veteran employee resource groups

The Biosphere

- While issues related to the biosphere (SDG 14 Life Below Water, SDG 15 Life on Land, SDG 6 Clean Water and Sanitation, SDG 7 Renewable Energy, and SDG 13 Climate Action to Protect the Planet) are not the main RBS focus, many RBS faculty and staff are actively engaged in the University-wide Sustainability Committee where these are focal areas. In addition, RBS faculty partner and collaborate on sustainability with other schools, centers, and committees.
- Rutgers supports sustainability and is always seeking to expand its support for these initiatives:
 - Renewable Energy and Energy Efficiency
 - Sustainable Landscaping
 - Water Refill Stations
 - Food Waste Minimization
 - Biodiversity
- Students in the “Sustainability Practicum” and “Environment in Society and Mass Media” classes have developed a **Sustainability Map** to help track sustainability at Rutgers.
- Several professors from the School of Environmental and Biological Sciences (SEBS) actively participate on the PRME Committee to share ideas and forge collaborations across Rutgers.
- The new “Rutgers University Committee for Sustainability” website includes a section focused specifically on PRME initiatives: <https://sustainability.rutgers.edu/>. The Committee engages the University community and advises senior administration on sustainability issues. Specifically, it has been charged with:
 - Recommending appropriate policies for sustainability
 - Assisting with identifying suitable projects for sustainable initiatives
 - Assisting with preparing an annual report on our achievements

The home page of the Sustainability website encourages faculty, staff, and students across Rutgers to sign the pledge to make Rutgers more sustainable. The pledge identifies small changes that can make a significant impact to support sustainability and includes many practical actions that everyone can take.

Partnerships for the Goals

SDG 17 Partnerships for the Goal

- **Public-Private Community Partnership Office (PPCP):** This RBS program focuses on building sustainable strategic on-off campus partnerships that enhance local income, sustainable livelihoods, and participatory development. The PPCP works with 35 Newark anchor institutions, including 27 major corporations, on a “hire, buy, live” local program. The PPCP’s goal is to connect these local anchor institutions with opportunities to purchase goods and services from over 1,200 Newark businesses and increase local spending from \$30 million to \$1.5 billion. Since this increase in local spending will increase indirect hiring, PPCP wants

to create a local home-grown talent pipeline for local businesses and anchor institutions so they will be prepared for the economic increase.

A Corporate-Rutgers Pipeline Program is being developed to identify 80 middle-to-junior high school students who want future careers in business, health, medicine, business, farming, teaching, science, social sciences, or government, and to giving those students support services to develop the character, skills, and motivation they need for success. Rutgers and RBS will co-develop the Pipeline programs to recruit and sustain Pipeline students for an accelerated 6-year undergrad/graduate/med/law school program that includes incentives for successful graduates of the program to return to Newark to practice their chosen profession.

- ***Center for Market Advantage (CMA):*** As mentioned previously on p.13, CMA’s mission is to facilitate ongoing interactions between business leaders, academic researchers, and governmental and nongovernmental stakeholders to promote the discovery and dissemination of strategies that create a sustainable market advantage.
- Our faculty and staff develop programs and partnerships that enhance our engagement with the local community and local businesses, including:
 - Working with high schools in the Newark area on recruiting, scholarships, and certificate programs
 - Engaging with community colleges in the area on recruiting and sponsored case competitions
 - Working with local businesses via our Public-Private Community Partnership Office, Diversity Office, and RBS-N Diversity Excellence Initiative.
- ***2016 RBS Conference on Strategic Alliances & Inter-firm Collaboration:*** For 47 research scholars from around the world
- ***Business Community Engagement Symposium:*** At this annual event, business and community leaders address economic development issues and provide information on RBS resources that can facilitate solutions.
- ***University Global Compact:*** Administrators and faculty from universities around the world gathered at Rutgers University-Newark on September 23, 2019, to collaborate on ways that higher education can support the United Nation’s 17 SDGs and to commit to the emerging University Global Compact Initiative. Buses brought college professors and deans to 15 Washington Street from the United Nations General Assembly in Manhattan, where the University Global Compact had been announced the previous Sunday as a way to accelerate progress on the SDGs.

The event, dubbed 17-Rooms U, built on the momentum of the UN’s General Assembly meeting by bringing together 140 leaders from universities in the United States, Canada, Mexico, Europe, Turkey, Korea, and Senegal to collaborate on ideas for meaningful actions.

RBS PRME Plans Moving Forward – Goals and Looking Ahead

- **PRME Faculty/Staff Survey Follow-up:** The PRME team will work to implement the recommendations from the 2018 faculty/staff survey over the next two years:
 - Expand the opportunity to participate in PRME teams to more faculty and staff

- Develop and share course materials related to the SDGs for use and infusion into current classes and departments, including leveraging the recent membership of RBS in the Sustainable Development Solutions Network (SDSN)
 - Identify guest speakers/experts on SDGs topics for professors to invite to their classes, and for staff to meet at informational seminars. RICS I is initiating a new Speakers Series starting with Mark Kramer on November 4, 2019, and plans to feature Jeffrey Sachs, Director of the Sustainable Development Solutions Network (SDSN), in 2020.
 - Develop and implement informational resources, seminars, training materials, and a calendar of events related to the SDGs.
 - Open collaboration opportunities for faculty and staff to work together on the SDGs.
- **5th Annual PRME NE Conference:** In March 2020, Rutgers Business School (a signatory to the Principles for Responsible Management Education), the Rutgers Institute for Corporate Social Innovation, the New Jersey Higher Education Partnership for Sustainability (NJHEPS), Fairleigh Dickinson University, Ramapo College, and Rowan University will hold the 5th PRME NE Regional/local conference at RBS-Newark. This year's theme is "Sustainable Development Goals: Transforming Business Education and Practice." Academic, corporate, and nonprofit participants are invited to discuss economic, environmental, social, and cultural sustainability issues. The program is designed to facilitate an exchange of ideas, share best practices, and create collaborations. It includes an opening keynote address by Stuart Hart, a student panel, an Executive Panel, and an Activist speaker. In addition, the conference will feature a facilitated Dialogue Session where we will approach some of the most challenging issues of our time with a "beginner's mind." There will be no hierarchy and no experts; just us, exploring our mutual concerns, cares, and aspirations about the future and potential actions for meaningful transformation.
 - **Rutgers Institute for Corporate Social Innovation (RICS I):** RICS I will invite leaders from the private, public, and nonprofit sectors to collaborate with top scholars on advancing corporate social innovation. RICS I will highlight the experiences of organizations that effectively apply social innovation to company strategy and incorporate these methods into research and coursework. Its goal is to ensure that corporations engage in ways that benefit society and support their bottom line for near and long-term success.
 - **The RBS Women's Initiative:** Launched in April 2019, this initiative is intended to be formalized as a Center with the goal of creating a thought leadership loop for alumni/corporations, faculty, and students to develop research on the representation of women leaders at all corporate levels. Alumni experiences will fuel research and professional development to create improvements in corporations. We will bring all of this, including participants' professional expertise, back to our students, building a broader, deeper pipeline of talent, and a continuous feedback loop.

The mission of the RBS Women's Initiative is to develop women business leaders by removing barriers and giving women the confidence and expertise needed to succeed in an evolving workforce. Specifically, we seek to remove financial barriers by creating a scholarship fund and increasing mentoring programs to introduce more women to professions and roles they may not have considered. We want to empower women by increasing their network, hosting workshops on executive presence, negotiation and communication, and holding a large scale conference in Spring 2020 for alumni and students. We are also working on the proposal to

join the Rutgers University Institute of Women's Leadership, a consortium of nine centers and institutes, representing various colleges and schools at Rutgers. We believe that being a part of this consortium will enable RBS to further our mission to advance women in business through equal representation and equal pay.

Faculty are also working on research on the inequality of women in business. One example is a study of the impact of the 2016 election on reducing the number of women on Boards.

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Appendices (see separate document)

Appendix A. PRME Committee Operating Principles

Appendix B. Student Engagement/CSR Projects

Appendix C. Creating a Culture of Health Executive Roundtable Overview

Appendix D. RBS Faculty Publications related to the UN SDGs 2017-2019

Appendix E. List of Grants Awarded to RBS Faculty related to the SDGs

Rutgers Business School
Sharing Information on Progress (SIP) Report
Appendix

Appendix A. PRME Committee Operating Principles

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Appendix D. RBS Faculty Publications related to the UN SDGs 2017-2019

Appendix E. RBS Faculty Grants related to the UN SDGs 2017-2019

Appendix A: PRME Committee Operating Principles

Working Group Charter: Operating Principles

1. The purpose of the RBS PRME working group is to advance the Principles for Responsible Management Education (PRME) in support of the 17 UN Sustainable Development Goals, starting with the Rutgers Business School and in support of Rutgers University.
2. The working group will initially be organized into five subcommittees:
 - a. Charter Team to draft Vision, Mission, and Operating Principles for review by the full working group
 - b. Research Team
 - c. Curriculum Team
 - d. Student Engagement/CSR Team
 - e. Jobs/Internships/Mentoring Team
3. The committees will initially be populated by RBS faculty, staff, and student leaders, plus a few invited representatives from the Rutgers Sustainability Committee who are outside RBS.
4. The Student Engagement/CSR Team will include student leaders from both campuses.
5. Several RBS Alumni will be included on the Mentoring Team.
6. Each committee will elect a chair who will serve for two years.
7. The approach is an inclusive one, and participants serve on a strictly voluntary basis.
8. The committee will operate as an “Ad Hoc” committee for the first several years, after which it may seek to be part of the By-Laws
9. We seek broad representation from RBS, including all departments and all levels.
10. The overall committee will meet every 6-8 weeks.
11. Each sub-team will meet at least once per month.
12. Each sub-team will establish SMART (Specific, Measurable, Attainable, Results-oriented and Timebound) goals for:
 - a. Phase I. Spring Semester 2018
 - b. Phase II. Fall 2018-Spring 2019
 - c. Phase III. Fall 2019 to be completed by November 2019 for SIP report
13. At every full working group meeting, each sub-team will report out on its progress.
14. For their meetings, each sub-team chair will: create an agenda, facilitate the meeting, get notes typed up (on rotating basis or by students).
15. The chair of each sub-team is responsible for organizing the material for their respective part of the SIP report in two years.
16. General principles for how we will operate:
 - a. Collaborative

- b. Inclusive
- c. Voluntary
- d. Self-organizing
- e. Transparent
- f. Synergistic
- g. Multi-disciplinary
- h. With top down support from leadership, and bottom up commitment from faculty, staff and students
- i. Action and goal driven
- j. Role model for RBS
- k. Understand where we stand, and build from there

Appendix B. Student Engagement/CSR Projects (see separate pdf)

Appendix C. Creating a Culture of Health Executive Roundtable Overview

Creating a Culture of Health Executive Roundtable Overview

“A Culture of Health is broadly defined as one in which good health and well-being flourish across geographic, demographic, and social sectors; public and private decision-making is guided by the goal of fostering equitable communities; and everyone has the opportunity to make choices that lead to healthy lifestyles.”

Robert Wood Johnson Foundation

Imagine the possibilities if we could bring together communities of practice, including scholars, executives, and health care practitioners from a variety of specialties to explore and better define, develop, and create a “culture of health” in the United States. This group of talented people across myriad institutions could collaborate, cooperate, and share their expertise to develop innovative solutions leading to a holistic and sustainable transformation of our culture to optimize health and well-being for all.

We are ready to make this vision a reality at Rutgers Institute for Corporate Social Innovation. While admittedly ambitious, we have no choice because we are faced with serious challenges to the health and well-being of our society that must be addressed. These challenges create tremendous opportunities to advance both business and society.

- How can we transform the existing mindsets or mental models that health is merely the absence of disease, and instead look at health in a more positive, proactive, encompassing way by treating it as a state of physical, mental, emotional, and social well-being?
- How can we leverage decades of research across multiple fields by applying current and emerging scientific knowledge to create proven solutions for our most intractable problems affecting human health?
- How can we engage with the business community to step up to these challenges for the benefit of their employees, communities, and society at large?

Our aim, deeply rooted in facts, practical reality, and science (including medical science, neuroscience, social science, psychology, organizational development, behavioral economics, and sustainability) is to focus on the underlying root causes and issues affecting peoples’ health and well-being now and the future. We are particularly interested in valuing solutions that bridge the business risks and opportunities to enhance the health and well-being of the underserved in our nation.

Today, we are in the nascent stages of investigating and identifying the drivers of change, rethinking the roles of institutions, sustainability value zones, and the metrics and indicators that will define our progress. We will be listening to the stories of our communities and individuals with aspirations for a better life. We believe that our goals for a national Culture of Health are capable of deep rooted and proactive change. How? By working collaboratively with businesses,

especially employers, as catalysts and anchor institutions¹³ to promote healthy communities, and by bringing together subject matter experts, practitioners, and scholars to develop collaborative, research-based solutions.

Through our work, we are focused on systems change, helping to shift the conditions that are holding the problems we face in place. We do this by influencing how people think about these problems (i.e., their mental models), and offering fresh proposals regarding policies and practices, leveraging technology and potential infrastructure shifts across a connected and total living experience. We will create workable aspirations for the decades to come. Our economic, workforce, and societal success depends on taking care of both our precious natural resources and the total health of every person we serve.

The Rutgers Institute for Corporate Social Innovation (RICSI) was formed in Fall 2018 as a facilitator for companies to address areas that are good for their businesses while concurrently addressing some of society's greatest challenges. Achieving business success and overall good for society are not mutually exclusive. Rather, we believe that the fates of business and society are inextricably intertwined, and that opportunities abound for corporations to benefit their shareholders and employees, as well as society at large. We believe that this "big picture" approach is essential to the long-term strategic planning of today's successful forward-thinking businesses and every individual, family, organization, and community in our nation.

¹³ We define anchor institutions as place-based enterprises, including businesses, nonprofits, hospitals, universities, and other institutions that have deep roots in their communities. Such institutions have an economic self-interest in helping ensure that the communities in which they reside are safe, thriving, and healthy.

With the proper incentives and motivation, anchor institutions have the economic potential to leverage their assets and revenues to promote local private sector development through:

- Directing a greater percentage of their purchasing power toward local vendors based in the community.
- Hiring a greater percentage of their workforce locally.
- Providing workforce training for people needing assistance in the community.
- Incubating the development of new businesses, including social enterprise among nonprofits.
- Serving as an advisor or network builder.
- Leveraging real estate development to promote local retail, employer-assisted housing, and community land trusts.
- Using pension and endowment funds to invest in local job creation strategies and to provide community venture capital for nonprofits, entrepreneurs, and employee-owned firms.”

Source: <https://community-wealth.org/strategies/panel/anchors/index.html>

Appendix D. RBS Faculty Publications related to the UN SDGs **2017-2019**

RBS Faculty Publications related to the UN SDGs 2017-2019

Categorized by Economy, Society, Biosphere, and Ethics/Sustainable Values

Economy

Journal Article, Academic Journal (Published)

Anantharaman, D. and E. Chuk (2018). The economic consequences of accounting standards: Evidence from risk-taking in pension plans. *The Accounting Review* 93(4).

Journal Article, Academic Journal (Submitted)

Brown-Libur, H. and V. Zamora. An examination of the effect of executive compensation and corporate social responsibility on investor stock price judgments. *Auditing: A Journal of Practice & Theory*.

Book, Edited (Accepted)

Gambardella, C. (in press). In D. Listokin (Ed.), *Development and Preservation in Large Cities: An International Perspective*. Naples: Italy: La Scuola di Pitagora.

Journal Article, Academic Journal (Published)

Listokin, D. (2017). Confronting urban crisis and opportunity in the 1990s – Comment. *Housing Policy Debate* 27(6).

Journal Article, Academic Journal (Published)

Palmon, D., C. Lee, and A. Yezegel (2018). The corporate social responsibility information environment: Examining the value of financial analysts' recommendations. *Journal of Business Ethics* 150(1): 279-301.

Book, Chapter in Scholarly Book-New (Published)

Brick, I., O. Palmon, and I. Venezia (2019). On the relation between executive compensation and corporate social responsibility. In I. Venezia (Ed.), *Behavioral Finance: The Coming of Age* (pp. 331–364). World Scientific Press.

Book, Edited (Published)

Glass, V., P. L. Parcu, and T. Brennan (Eds.) (2018). *The Contribution of the Postal Delivery Sector – Between E-Commerce and E-Substitution*. Springer Publishers.

Journal Article, Academic Journal (Published)

Baker, E. and E.E. and Powell (2017). In the beginning: Identity processes and organizing in multi-founder nascent ventures. *Academy of Management Journal* 60(6): 2381-2414.

Journal Article, Academic Journal (Published)

Christmann, P., I. Montiel, and T. Zink (2019). The effect of sustainability standard uncertainty on certification decisions of firms in emerging economies. *Journal of Business Ethics* 154(3): 667-681.

Book, Chapter in Scholarly Book-New (Published)

Contractor, F., R. Grosse, and K. Meyer (2018). Regulatory institutions and multinational companies in emerging markets. *The Oxford Handbook of Management in Emerging Markets*.

Journal Article, Academic Journal (Published)

Contractor, F. (2017). What is at stake in China-US relations? An estimate of jobs and money involved in the bilateral economic Tie. *Rutgers Business Review* 2(1): 1-22.

Journal Article, Academic Journal (Published)

Contractor, F. and J. Choi. (2017). Improving the progress of research & development (R&D) projects by selecting an optimal alliance structure and partner type. *British Journal of Management*.

Journal Article, Academic Journal (Published)

Gaur, A., N. Nuruzzaman, and R.B. Sambharya (2019). A microfoundations approach to studying innovation in multinational subsidiaries. *Global Strategy Journal* 9(1): 92-116.

Journal Article, Academic Journal (Published)

Gaur, A., C. Pattnaik, and Q. Lu (2018). Group affiliation and entry barriers: The dark side of business groups in emerging markets. *Journal of Business Ethics* 153(4), 1051-1066.

Journal Article, Academic Journal (Published)

Gaur, A., X. Ma., and Z. Ding (2018). Home country supportiveness/unfavorableness and outward foreign direct investment from China. *Journal of International Business Studies* 49(3).

Journal Article, Academic Journal (Published)

Gaur, A., D. Singh, C. Pattnaik, and E. Ketencioglu (2018). Corporate expansion during pro-market reforms in emerging markets: The contingent value of group affiliation and diversification. *Journal of Business Research* 82: 220-229.

Journal Article, Academic Journal (Accepted)

Gaur, A., C. Pattnaik, and Q. Lu (in press). Size, market power, and entry barriers? Evidence from business groups in emerging economies. *Journal of Business Ethics*.

Journal Article, Academic Journal (Published)

Gilbert, B. (2017). Agglomeration, industrial districts and industry clusters: Trends of the 21st century literature. *Foundations and Trends in Entrepreneurship* 13(1): 1-80.

Journal Article, Academic Journal (Published)

Monaghan, S., P. Gunnigle, and J. Lavelle (2018). Firm-location dynamics and subnational institutions: Creating a framework for collocation advantages. *Industry and Innovation* 25(3): 242-263.

Journal Article, Academic Journal (Published)

Monaghan, S., P. Gunnigle, and J. Lavelle (2018). Multinational companies and human resource management in Ireland during recession: A retrospective from a highly globalized economy. *Thunderbird International Business Review*.

Book, Edited (Published)

Osorio-Fernandez, A., G. Javadian, V.K. Gupta, D.K Dutta, G.C Guo, and B. Ozkazanc-Pan (Eds.) (2018). *Foundational Research in Entrepreneurship Studies: Insightful Contributions and Future Pathways*. Palgrave Macmillan.

Book, Chapter in Scholarly Book-New (Published)

Osorio-Fernandez, A. (2018). The urban quality of life and entrepreneurship. In V. K. Gupta (Ed.), *Foundational Research in Entrepreneurship Studies*. Palgrave Macmillan.

Journal Article, Academic Journal (Published)

Cantwell, J. and P. Shukla (2018). Migrants and multinational firms: The role of institutional affinity and connectedness in FDI. *Journal of World Business* 53(6): 835-849.

Journal Article, Academic Journal (Published)

Taussig, M. and E. Malesky (2018). Participation, government legitimacy, and regulatory compliance in emerging economies: A firm-level field experiment in Vietnam. *American Political Science Review*.

Book Series (Published)

Taussig, M., S. Wolfords, B. Hong, and K. Carlsson (2017). Tied up and shocked: How relational contracting with suppliers constrains global buyers in during a demand shock. In T. Pedersen, T. M. Devinney, L. Tihanyi, and A. Camuffo (Eds.), *Breaking up the Global Value Chain (Advances in International Management Series)* (vol. 30). Emerald Publishing Limited.

Journal Article, Academic Journal (Published)

Villanueva, J. (2017). Strategies and tools for entrepreneurial resource access: A cross-disciplinary review and typology. *International Journal of Management Reviews* 19(4): 473-491.

Journal Article, Academic Journal (Accepted)

Villanueva, J., J. Brinckmann, D. Grichnik, and L. Singh (in press). Sources of strategic flexibility in new ventures: An analysis of the role of resource leveraging practices. *Strategic Entrepreneurship Journal*.

Journal Article, Academic Journal (Published)

Williamson, I. and M.M. Evans (2017). Understanding the central tension of Indigenous entrepreneurship: Purpose, profit and leadership. *Journal of Australian Indigenous Issues* 20(1).

Journal Article, Academic Journal (Accepted)

Vaidya, J., A. Afzal, B. Shafiq, S. Shamail, A. Elahraf, and N. Adam (in press). ASSEMBLE: Attribute, Structure and Semantics based Service Mapping Approach for Collaborative Business Process Development. *IEEE Transactions on Services Computing*.

Book, Chapter in Scholarly Book-New (Published)

Atluri, V., N.R. Adam, and Y. Yesha (2000). Electronic commerce: Technological challenges. In McGraw-Hill 2000 Yearbook of Science & Technology, pp. 143-146.

Journal Article, Academic Journal (Published)

Choi, J., B. Kim, H. Hahn, H. Park, Y. Jeong, J. You, and M.K. Jeong (2017). Data mining-based variable assessment methodology for evaluating the contribution of knowledge services of a public research institute to business performance of firms. *Expert Systems with Applications* 84: 37-48.

Journal Article, Academic Journal (Accepted)

Katehakis, M., E. Feinberg, H. Kaspi, and F.M. Spieksma (in press). Probability methods in business and industry. *Annals of Operations Research, Special Volume in Honor of Benjamin Avitzhak and Matthew J. Sobel*.

Conference Proceeding (Published)

Li, Q., J. Liu, L. Sun, J. Ming, Y. Liu, and H. Xiong (2017). Functional zone based hierarchical demand prediction for bike system expansion. *Proceedings of the 23rd ACM SIGKDD International Conference on Knowledge Discovery and Data Mining*.

Book, Chapter in Scholarly Book-New (Published)

Choi, S.C. (2017). Pricing a private label: The national brand's wholesale price is irrelevant. In F. J. Martinez-Lopez, J. C. Gázquez-Abad, K. Ailawadi, and M. J. Yagüe (Eds.), *Advances in National Brand and Private Label Marketing* (pp. 183-190). Springer.

Book, Chapter in Scholarly Book-New (Published)

Uslay, C. (2019), The Next Frontier in Marketing: Self-Sustaining Marketing, Society, and Capitalism through Collaborative yet Disruptive Partnerships in *Handbook of Marketing Advances in the Era of Disruptions – Essays in Honor of Jagdish N. Sheth*, A. Parvatiyar and R.S. Sisodia eds., Sage Publications, 490-500.

Journal Article, Academic Journal (Published)

Ergin, O., P. Bhardwaj, P. Chatterjee, and K.D. Demir (2018). When and how is corporate social responsibility profitable? *Journal of Business Research* 84: 206-219.

Journal Article, Academic Journal (Published)

Jagpal, H., M. Schneider, S. Gupta, Y. Yan, and S. Li (2017). Protecting customer privacy when marketing with second-party data. *International Journal of Research in Marketing* 34(3): 593-603.

Journal Article, Academic Journal (Published)

Kim, K. and V. Kumar (2018). The relative influence of economic and relational direct marketing communications on buying behavior in business-to-business markets. *Journal of Marketing Research*: 55(1): 48-68.

Book, Chapter in Scholarly Book-New (Published)

Monga, A. (2017). Culture and consumer behavior: Implications for the Indian context. In D. Maheswaran (Ed.), *Understanding Indian Consumers*. Oxford University Press.

Journal Article, Academic Journal (Published)

Monga, A. and L. Hsu (2018). How consumers' styles of thinking can control brand dilution. *Marketing Intelligence Review* 10(1): 40-45.

Book, Chapter in Scholarly Book-New (Accepted)

Usley, C. (2019). The next frontier in marketing: Self-sustaining marketing, society, and capitalism through collaborative yet disruptive partnerships. In A. Parvatiyar & R. S. Sisodia (Eds.), *Handbook of Marketing Advances in the Era of Disruptions – Essays in Honor of Jagdish N. Sheth*. Sage Publications, 490-500.

Journal Article, Academic Journal (Published)

Williams, J., S.A. Bone, G.A. Christensen, S. Adams, A. Lederer, and P.C. Lubin (2019). Shaping small business lending policy through matched-paired mystery shopping. *Journal of Public Policy & Marketing* 38(3): 391-399.

Journal Article, Academic Journal (Published)

Usley, C., S. Yayla, S. Yeniyurt, and E. Cavusgil (2018). The role of market orientation, relational capital, and internationalization speed in foreign market exit and re-entry decisions under turbulent conditions. *International Business Review* 27(6): 1105-1115.

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Schaltenbrand, B. K., K. Foerstl, A. Azadegan, and K. Linderman (2018). See what we want to see? The effects of managerial experience on corporate green investments. *Journal of Business Ethics* 150(4).

Journal Article, Academic Journal (Published)

Azadegan, A., S. Golar, K. Kach, and N. Mousavi (2018). Corporate environmental investments: A cross-national study on managerial decision making. *International Journal of Production Economics* 199: 47-64.

Journal Article, Academic Journal (Submitted)

Azadegan, A., P.C. Patel, and K. Linderman. Lean manufacturing and environmental uncertainty: A multimethod analysis. *Journal of Operations Management*.

Journal Article, Academic Journal (Published)

Chen, W., L. Lei, M. Teng, J. Liu, and Z. Wang (2018). Coordinating supplier selection and project scheduling in resource-constrained construction supply chains. *International Journal of Production Research* 56(19): 6512-6526.

Journal Article, Academic Journal (Published)

Chen, W., L. Lei, and J.M. Song (2018). Supply chain flexibility and operations optimisation under demand uncertainty: A case in disaster relief. *International Journal of Production Research* 56(10): 3699-3713.

Journal Article, Academic Journal (Published)

Dreyfus, D. and A. Nair (2018). Technology alignment in the presence of regulatory changes: The case of meaningful use of information technology in healthcare. *International Journal of Medical Informatics* 110: 42-51.

Book, Chapter in Scholarly Book-New (Published)

Eastman, W. (2017). The Economics of Human Trafficking. *Sage Encyclopedia of Human Trafficking*.

Journal Article, Academic Journal (Published)

Kolben, K. (2017). A new model for trade and labor? The Trans-Pacific Partnership's labor chapter and beyond. *New York University Journal of International Law and Politics* 49(4): 1063-1104.

Journal Article, Academic Journal (Published)

Kolben, K. (in press). Work and citizenship lost: The effect of temporary migrant work regimes on recipient countries. *UCLA Journal of International Law and Foreign Affairs*.

Journal Article, Academic Journal (Published)

Leuschner, R., O. Sokolinskiy, B. Sopranzetti, and D. Rogers (2019). Inventory management and endogenous demand: Investigating the role of customer referrals, defections, and product market failure. *Decision Sciences* 50(1): 118-141.

Article, (Published)

Walsman, M. and R. Verma (2018). Hoteliers are Investing in Sustainability: Where Does It Go from Here? *Hotel Yearbook 2018 – Sustainable Hospitality* pp. 26-27.

Society

Journal Article, Academic Journal (Published)

Appelbaum, D., S. Kozlowski, and H. Issa (2018). Making government data valuable for constituents: The case for the advanced data analytics capabilities of the ENHANCE framework. *Journal of Emerging Technologies in Accounting* 15(1): 155-167.

Journal Article, Academic Journal (Published)

Bora, I. (2018). Urgent need for governmental accounting education: New generation needed to fill retirements in federal, state and local agencies. *The CPA Journal*.

Journal Article, Academic Journal

Brown-Libur, H. and V. Zamora, V. (2015). An examination of the effect of executive compensation and corporate social responsibility on investor stock price judgments. *Auditing: A Journal of Practice & Theory* 34(1).

Journal Article, Academic Journal (Published)

Carniol, M., M.S. McCoy, K. Chockley, J.W. Urwin, E.J. Emanuel, and H. Schmidt (2017). Conflicts of interest for patient-advocacy organizations. *New England Journal of Medicine* 376: 880-885.

Book Series (Published)

Kleinman, G., R. Bloch, and A. Peterson (2017). Can Gown Help Town? Exploring the “Gap” between Accounting Practice and Academia and Providing a Theory for Why it Exists. *Advances in Public Interest Accounting* (vol. 20, pp. 23 - 61). Emerald Publishing Limited.

Conference Proceeding (Published)

Li, Q., J. Liu, L. Sun, J. Ming, Y. Liu, and H. Xiong (2017). Functional zone based hierarchical demand prediction for bike system expansion. *Proceedings of the 23rd ACM SIGKDD International Conference on Knowledge Discovery and Data Mining*.

Journal Article, Academic Journal (Published)

Listokin, D. (2017). Confronting urban crisis and opportunity in the 1990s – Comment. *Housing Policy Debate* 27(6).

User Guides (Published)

Mead, D. (2018). *What You Should Know about the Finances of Your Government’s Business-Type Activities: A Guide to Financial Statements* (2nd ed.). Norwalk, CT: Financial Accounting Foundation.

User Guides (Published)

Mead, D. (2018). *What You Should Know about Your School District’s Finances: A Guide to Financial Statements* (3rd ed.). Norwalk, CT: Financial Accounting Foundation.

User Guides (Published)

Mead, D. (2017). *What You Should Know about your local Government's Finances: A Guide to Financial Statements* (3rd ed.). Norwalk, CT: Financial Accounting Foundation.

Journal Article, Academic Journal (Published)

No, W.G., M. Lamboy, and O.V. Watanabe (2018). Discrepancies in Hospital Financial Information: Comparison of financial data in state data repositories and Medicare cost reports. *Journal of Information Systems*.

Journal Article, Academic Journal (Published)

Palmon, D., C. Lee, and A. Yezegel (2018). The corporate social responsibility information environment: Examining the value of financial analysts’ recommendations. *Journal of Business Ethics* 150(1): 279-301.

Stakeholder Perspective (Published)

Branning, G. (2018). Limited Guidelines and Treatment Success in the Current Standard of Care for Patients with Rheumatoid Arthritis Provide an Opportunity to Inform New Treatment Protocols. *American Health & Drug Benefits* (3rd ed., vol. 11).

Stakeholder Perspective (Published)

Branning, G. and M. Vater (2018). New rivals: Integrating Health Benefits to Provide Comprehensive Patient Care. *American Health & Drug Benefits* (2nd ed., vol. 11).

Book, Chapter in Scholarly Book-New (Published)

Brick, I., O. Palmon, and I. Venezia (2019). On the relation between executive compensation and corporate social responsibility. In I. Venezia (Ed.), *Behavioral Finance: The Coming of Age* (pp. 331–364). World Scientific Press.

Journal Article, Academic Journal (Published)

Dinc, S., S. Agarwal, G. Amromin, and I. Ben-David (2018). The politics of foreclosures. *Journal of Finance* 73(6): 2677-2717.

Journal Article, Academic Journal (Published)

Ameri, M., S. Rogers, L. Schur, and D. Kruse (2019). No room at the inn? Disability access in the new sharing economy. *Academy of Management Discoveries*.

Journal Article, Academic Journal (Published)

Ameri, M., L. Schur, S. Rogers, and D. Kruse (2018). Why do workers with disabilities earn less? Occupational job requirements and disability discrimination. *British Journal of Industrial Relations* 56(4): 798-834.

Journal Article, Academic Journal (Published)

Ameri, M., L. Schur, M. Adya, F.S. Bentley, P. McKay, P., and D. Kruse (2018). The disability employment puzzle: A field experiment on employer hiring behavior. *ILR Review* 71(2): 329-364.

Journal Article, Academic Journal (Published)

Ameri, M., L. Schur, K. Han, A. Kim, P. Blanck, and D. Kruse (2017). Disability at work: A look back and forward. *Journal of Occupational Rehabilitation* 27(4): 482-497.

Journal Article, Academic Journal (Published)

Ameri, M., L. Schur, M. Adya (2017). Disability, voter turnout, and polling place accessibility. *Social Science Quarterly* 98(5): 1374–1390.

Journal Article, Academic Journal (Published)

Baker, E., E.E. Powell, R. Hamann, and V. Bitzer (2018). Bringing the elephant into the room? Enacting conflict in collective prosocial organizing. *Journal of Business Venturing* 33(5): 623-642.

Journal Article, Academic Journal (Published)

Baker, E. and F. Welter (2017). Come on out of the ghetto, please! Building the future of entrepreneurship research. *International Journal of Entrepreneurial Behaviour and Research* 23(2): 170-184.

Journal Article, Academic Journal (Published)

Barnett, M., J. Hartmann, and R.M. Salomon (2018). Have you been served? Extending the relationship between corporate social responsibility and lawsuits. *Academy of Management Discoveries* 4(2): 109-126.

Journal Article, Academic Journal (Published)

Barnett, M., I. Henriques, and B. Husted (2018). The rise and stall of stakeholder influence: How the digital age limits social control. *Academy of Management Perspectives*.

Book Series (Published)

Barnett, M. (2018). Influence stakeholders, influence the world. *Research in the Sociology of Organizations* (vol. 56, pp. 247-258).

Book, Chapter in Scholarly Book (Accepted)

Cantwell, J. (2017). Sharing multiple perspectives for mutual learning in organizational contexts. In L. Ben Hamida and C. Lejeune (Eds.), *Knowledge Transfer in Multinational Companies: Sharing Multiple Perspectives* (pp. 17-23). Paris: L'Harmattan.

Book, Chapter in Scholarly Book-New (Accepted)

Cantwell, J. and J. Salmon (in press). Increasing knowledge complexity and informal networks in the information age. In F. Contractor and J. Reuer (Eds.), *Frontiers of Strategic Alliance Research: Negotiating, Structuring and Governing Partnerships*. Cambridge University Press.

Journal Article, Academic Journal (Published)

Chen, C.-C. (2018). Yin-yang dialectics and communitarianism in cross-cultural management research. *Cross Cultural & Strategic Management* 25(3): 492-500.

Journal Article, Academic Journal (Published)

Chen, C.-C. and Y. Jiang (2018). Integrating knowledge activities for team innovation effects of transformational leadership. *Journal of Management* 44(5): 1819-1847.

Book, Edited (Published)

Ciulla, J., K.M. Bezio, and K. Yost (Eds.) (2018). *Popular Culture and Social Change*.

Book, Chapter in Scholarly Book-New (Published)

Ciulla, J. (2019). Meaningful work and the moral conditions of work. In R. Yeoman (Ed.), *Oxford Handbook on Meaningful Work* (pp. 23-35). Oxford University Press.

Book, Edited (Published)

Contractor, F. (2019). *Frontiers of Strategic Alliance Research: Negotiating, Structuring and Governing Partnerships* (pp. 490). Cambridge University Press.

Book, Chapter in Scholarly Book-New (Published)

Contractor, F. and J. Reuer (2019). Frontiers of Alliance Research. In F. Contractor and J. Reuer (Eds.), *Frontiers of Strategic Alliance Research: Negotiating, Structuring and Governing Partnerships*. Cambridge University Press.

Book, Chapter in Scholarly Book-New (Published)

Koza, M. and S. Tallman (2019). Strategic animation in global professional services: A case for virtual integration processes in network organizations. In F. Contractor and J. Reuer (Eds.), *Frontiers of Strategic Alliance Research: Negotiating, Structuring, and Governing Partnerships* (pp. 204-215). Cambridge University Press.

Book, Chapter in Scholarly Book-New (Published)

Contractor, F. and J. Reuer (2019). The evolution of alliance scholarship. In F. Contractor and J. Reuer (Eds.), *Frontiers of Strategic Alliance Research: Negotiating, Structuring and Governing Partnerships*. Cambridge, UK: Cambridge University Press.

Journal Article, Academic Journal (Published)

Contractor, F. (2017). Global leadership in an era of growing nationalism, protectionism, and anti-globalization. *Rutgers Business Review* 2(2): 163-185.

Research Report (Published)

Osorio-Fernandez, A., C.A. Cruz, A. Franco, and M.C. Recto (2018). A Resource Guidebook for Middlesex County, NJ. Investing in Our Communities. Federal Reserve NYC. Outreach & Education.

Journal Article, Academic Journal (Published)

Robinson, J., A.M. Joshi, and T.M. Inouye (2018). How does agency workforce diversity influence Federal R&D funding of minority and women technology entrepreneurs? An analysis of the SBIR and STTR programs, 2001–2011. *Small Business Economics* 50(3): 499-519.

Journal Article, Academic Journal (Published)

Cantwell, J. and P. Shukla (2018). Migrants and multinational firms: The role of institutional affinity and connectedness in FDI. *Journal of World Business* 53(6): 835-849.

Journal Article, Academic Journal (Published)

Taussig, M. and E. Malesky (2017). The danger of not listening to firms: Government responsiveness and the goal of regulatory compliance. *Academy of Management Journal* 60(5).

Journal Article, Academic Journal (Published)

Williamson, I. and M.M. Evans (2017). Understanding the central tension of Indigenous entrepreneurship: Purpose, profit and leadership. *Journal of Australian Indigenous Issues* 20(1).

Journal Article, Academic Journal (Submitted)

Xie, M. and B. Gilber. Why do women entrepreneurs fall out of the angel investment process? *Journal of Small Business & Entrepreneurship*.

Journal Article, Academic Journal (Published)

Ghosh, D. A.J. Scholer, O.M. Mahmoud, J. Schwartzman, M. Farooq, J. Cabrera, R. Wieder, N. Adam, and R.J. Chokshi (2017). Improving cancer patient emergency room utilization: A New Jersey state assessment. *Cancer Epidemiology* 51: 15-22.

Book, Chapter in Scholarly Book-New (Published)

Durante, K.M., A. Jones, and V. Griskevicius (2019). Evolutionary approaches to identity research. In A. Reed and M. Forehand (Eds.), *Handbook of Research on Identity Theory in Marketing*. Elsevier.

Journal Article, Academic Journal (Published)

Durante, K.M. A. Kim, H.K. Bradshaw, and S.E. Hill (2018). Life history, fertility, and short-term mating motivation. *Evolutionary Psychology* 16(3).

Journal Article, Academic Journal (Published)

Durante, K.M., L. Nikiforidis, J.P. Redden, and V. Griskevicius (2018). Do mothers spend more on daughters while fathers spend more on sons? *Journal of Consumer Psychology* 28(1): 149-156.

Reprint/Reprint in Edited Book (Published)

Monga, A. and D.R. John (2017). Cultural differences in brand extension evaluation: The influence of analytic versus holistic thinking. Reprinted in *JCR'S Research Curations: Cultural Differences*.

Book, Edited (Published)

Uslay, C. and A. Bayraktar (Eds.) (2017). *Global Place Branding Campaigns across Cities, Regions, and Nations*. IGI Global.

Book, Edited (Published)

Uslay, C. and A. Bayraktar (Eds.) (2017). *Strategic Place Branding Methodologies and Theory for Tourist Attraction*. IGI Global.

Book, Chapter in Scholarly Book-New (Accepted)

Uslay, C. (2019). The next frontier in marketing: Self-sustaining marketing, society, and capitalism through collaborative yet disruptive partnerships. In A. Parvatiyar & R. S. Sisodia (Eds.), *Handbook of Marketing Advances in the Era of Disruptions – Essays in Honor of Jagdish N. Sheth*. Sage Publications, 490-500.

Book, Chapter in Scholarly Book-New (Published)

Williams, J. (2018). how can we conduct research that truly furthers our understanding of diversity, rather than reinforcing old models? In R. Hill, C. Lamberton, and J. Swartz (Eds.), *Mapping Out Marketing: Navigation Lessons from the Ivory Trenches* (pp. 9-11). New York, NY: Routledge, Taylor & Francis Group.

Book, Chapter in Scholarly Book-New (Accepted)

Williams, J. and G. Henderson (in press). Racial and other types of discrimination in retail settings: A liberation psychology perspective. In M. Bay (Ed.), *Race and Retail: Consumer Culture, Economic Citizenship, and Power*. New Brunswick, NJ: Rutgers University Press.

Book, Chapter in Scholarly Book-New (Accepted)

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Journal Article, Academic Journal (Published)

Williams, J., J.-P. James, K. Lee, and M. Zhang (2017). Ethics and policy issues for internet advertising: Targeting multicultural consumers in the digital marketing era. *Journal of Management Policy and Practice* 18(4): 93-106.

Journal Article, Academic Journal (Published)

Melamed, B., A. Bagchi, S. Yenyurt, W. Holzemer, and D. Reyes (2018). Telemedicine delivery for urban seniors with low computer literacy: A pilot study. *Online Journal of Nursing Informatics* 22(2).

Book, Scholarly-New (Published)

Dobrzykowski, D. and M.A. Vonderembse (2017). *A Healthcare Solution: A Patient-Centered, Resource Management Perspective*. CRC Press /Taylor & Francis.

Journal Article, Academic Journal (Published)

Dobrzykowski, D., F. Ahrens, and W. Sawaya (2019). Addressing mass customization trade-offs in bottom of the pyramid markets: A case for medical equipment. *International Journal of Physical Distribution and Logistics Management* 49(5) 451-472.

Journal Article, Academic Journal (Published)

Dreyfus, D., A. Nair, and M. Nicolae (2018). Impact of network size and demand on cost performance for high- and low-quality healthcare service organizations. *International Journal of Operations and Production Management* 38(1): 109-128.

Book, Chapter in Scholarly Book-New (Published)

Eastman, W. (2017). *The Economics of Human Trafficking*. Sage Encyclopedia of Human Trafficking.

Journal Article, Academic Journal (Published)

Melamed, B., A. Bagchi, S. Yenyurt, W. Holzemer, and D. Reyes (2018). Telemedicine delivery for urban seniors with low computer literacy: A pilot study. *Online Journal of Nursing Informatics* 22(2).

Journal Article, Academic Journal (Published)

Min, M., F. Desmoulins-Lebeault, and M. Esposito (2017). Should pharmaceutical companies engage in corporate social responsibility? *Journal of Management Development* 36(1): 58-70.

Conference Proceeding (Published)

Shim, S., A. Kumar, and R.J. Jiao (2017). Simulation analysis to improve outpatient turnaround times in specialty clinics. Proceedings of the IEEE International Conference on Industrial Engineering and Engineering Management.

Journal Article, Academic Journal (Published)

Sundaresan, S. and Z. Zhang (2018). Incentive policies for facilitating knowledge sharing in an enterprise social network. Journal of Information Technology Theory and Application 19(2): 25.

Biosphere

Book, Edited (Accepted)

Gambardella, C. (in press). In D. Listokin (Ed.), Development and Preservation in Large Cities: An International Perspective). Naples: Italy: La Scuola di Pitagora.

Journal Article, Academic Journal (Published)

Barnett, M., I. Palomares-Aguirre, F. Layrresse, and B.W. Husted (2018). Built to scale? How sustainable business models can better serve the base of the pyramid. Journal of Cleaner Production 172(20): 4506-4513.

Reprint/Reprint in Edited Book (Published)

Christmann, P. and G. Taylor (2017). Globalization and the environment: Determinants of firm self-regulation in China. In J. Michie (Ed.), Globalization and Democracy. The International Library of Critical Writings in Economics Series, Edward Elgar Publishing.

Journal Article, Academic Journal (Published)

Schreider, S., R. Roozbahani, and B. Abbasi (2017). Determining location and capacity of dams through economic and environmental indicators. Water Resources Management 31(14): 4539-4556.

Journal Article, Academic Journal (Published)

Yang, J., Q. Yuan, Y. Chen, and Y. Zhou (2018). Joint control of emissions permit trading and production involving fixed and variable transaction costs. Production and Operations Management 27(8): 1420-1454.

Journal Article, Academic Journal (Published)

Schaltenbrand, B.K., K. Foerstl, A. Azadegan, and K. Linderman (2018). See what we want to see? The effects of managerial experience on corporate green investments. Journal of Business Ethics 150(4).

Journal Article, Academic Journal (Published)

Azadegan, A., S. Golara, K. Kach, and N. Mousavi (2018). Corporate environmental investments: A cross-national study on managerial decision making. International Journal of Production Economics 199: 47-64.

Journal Article, Academic Journal (Submitted)

Azadegan, A., P.C. Patel, and K. Linderman. Lean manufacturing and environmental uncertainty: A multimethod analysis. *Journal of Operations Management*.

Ethics and Sustainable Values

Book, Scholarly-New (Published)

Barnett, M. (2018). *Limits to Stakeholder Influence: Why the Business Case Won't Save the World*. Cheltenham: Edward Elgar Publishing.

Book Series (Published)

Barnett, M. (2018). Influence stakeholders, influence the world. *Research in the Sociology of Organizations* (vol. 56, pp. 247-258).

Book, Edited (Published)

Martin, C. and R.C. Solomon (2018). In J. Ciulla (Ed.), *Honest Work: A Business Ethics Reader* (4th ed.). New York: Oxford University Press.

Book, Chapter in Scholarly Book-Revised (Published)

Ciulla, J. (2018). Ethics and Effectiveness: The Nature of Good Leadership. In J. Antonakis and D. Day (Eds.), *The Nature of Leadership* (3rd ed.). Thousand Oaks, CA: Sage.

Book, Chapter in Scholarly Book-Revised (Published)

Ciulla, J. (2017). Leadership Ethics. In H. LaFollette (Ed.), *The International Encyclopedia of Ethics* (2nd ed.). London: Wiley-Blackwell.

Book, Chapter in Scholarly Book-New (Published)

Ciulla, J. (2017). Leadership, Virtue, and Morality in the Miniature. In A. Sisson, G. R. Beabout, & I. Ferrero (Eds.), *Handbook of Virtue Ethics in Business and Management* (pp. 941-949). New York: Springer.

Journal Article, Academic Journal (Published)

Ciulla, J. (2019). The Two Cultures: The Place of Humanities Research in Leadership Studies. *Leadership*.

Journal Article, Academic Journal (Published)

Ciulla, J. (2018). Why is it difficult to be an ethical leader? *Business and Society Review* 123(2): 369-383.

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Ciulla, J., D. Knights, C. Mabey, and L. Tompkins (2018). Philosophical contributions to leadership ethics, Part II: Perspectives on the self and responsibility to others. *Business Ethics Quarterly* 28(3): 245-250.

Journal Article, Academic Journal (Published)

Ciulla, J., D. Knights, C. Mabey, and L. Tompkins (2018). Philosophical contributions to leadership ethics, Part I. *Business Ethics Quarterly* 28(1): 1-14.

Editorial (Published)

Ciulla, J., M. De Ruitter, J. Schaveling, and A. Nijhof (2018). Leadership and the creation of corporate social responsibility: An introduction to the special issue. *Journal of Business Ethics* 151(4): 871-874.

Journal Article, Academic Journal (Published)

Contractor, F. (2017). Global leadership in an era of growing nationalism, protectionism, and anti-globalization. *Rutgers Business Review* 2(2): 163-185.

Research Report (Published)

Crescenzi, M. (2018). The Evolving Role of Ethics and Compliance in Higher Education. *The State of Higher Education*.

Magazine/Trade Publication (Published)

Crescenzi, M. (2018). ISO 37001 Certification: Understanding and Navigating the Process. *The Compliance and Ethics Professional*.

Magazine/Trade Publication (Published)

Crescenzi, M. (2017). Effective Ethics and Compliance Board Reporting: the Need for Direct and Autonomous Access. *The Compliance and Ethics Professional*.

Book, Chapter in Scholarly Book-New (Published)

Dool, R., R. Gigliotti, B. Ruben, and C. Goldthwaite (2017). Teamwork and Conflict in Organizations: Leadership. In *Leadership: Communication and Social Influence in Personal and Professional Contexts* (pp. 153-172). IA: Kendall Hunt.

Book, Textbook-New (Published)

Scharding, T. (2018). *This is Business Ethics*. Wiley-Blackwell.

Journal Article, Academic Journal (Published)

Scharding, T. (2018). Individual actions and corporate moral responsibility: A (reconstituted) Kantian approach. *Journal of Business Ethics*.

Book, Chapter in Scholarly Book-New (Published)

Sheldon, O. and A. Fishbach (2018). Anticipating and overcoming unethical temptation. In G. Oettingen, A.T. Sevincer, and P.M. Gollwitzer (Eds.), *The Psychology of Thinking about the Future* (pp. 455-472). New York, NY: Guilford Press.

Journal Article, Academic Journal (Published)

Warren, D. (2019). The persistence of organizational deviance: When informal sanctioning systems undermine formal sanctioning systems. *Business Ethics Quarterly* 29(1): 55-84.

Journal Article, Academic Journal (Published)

Warren, D., and M.E. Schweitzer (2018). When lying does not pay: How experts detect insurance fraud. *Journal of Business Ethics* 150(3).

Book, Chapter in Scholarly Book-New (Published)

Williamson, I., J.E. Trimble, and J.E. Garcia (2017). Epilogue. In J.L. Chin (Ed.), *Global and Culturally Diverse Leaders and Leadership: Challenges for Business, Education and Society*. London: Emerald.

Book, Edited (Published)

Wirtenberg, J. (2019). In J. Wirtenberg, L.M. Kelley, D. Lipsky, and W. G. Russell (Eds.), *The Sustainable Enterprise Fieldbook: Building New Bridges* (2nd ed.). New York: Routledge/Taylor & Francis Group.

Book, Chapter in Scholarly Book-Revised (Published)

Wirtenberg, J., L.M. Kelley, D. Lipsky, and W.G. Russell (2019). A path forward: Building new bridges to the future. In J. Wirtenberg, L.M. Kelley, D. Lipsky, and W.G. Russell (Eds.), *The Sustainable Enterprise Fieldbook: Building New Bridges* (2nd ed., Chapter 9, pp. 447-465). New York: Routledge/Taylor & Francis Group.

Book, Chapter in Scholarly Book-Revised (Published)

Wirtenberg, J., K.D. Fairfield, R.N. Knowles, W.G. Russell, and S. Muhurkar-Rao (2019). Employee engagement for a sustainable enterprise. In J. Wirtenberg, L.M. Kelley, D. Lipsky, and W.G. Russell (Eds.), *The Sustainable Enterprise Fieldbook: Building New Bridges* (2nd ed., Chapter 5, pp. 221-252). New York: Routledge/Taylor & Francis Group.

Book, Chapter in Scholarly Book-Revised (Published)

Wirtenberg, J., L.M. Kelley, D. Lipsky, and W.G. Russell (2019). Introduction and overview. Introductory chapter in Part I: Understanding reality: Our context for *The Sustainable Enterprise Fieldbook*. In J. Wirtenberg, L.M. Kelley, D. Lipsky, and W. G. Russell (Eds.), *The Sustainable Enterprise Fieldbook: Building New Bridges* (2nd ed., pp. 3-32). New York: Routledge/Taylor & Francis Group.

Book, Chapter in Scholarly Book-Revised (Published)

Wirtenberg, J., L.M. Kelley, V.G. Axelrod, and W.G. Russell (2019). Sustainable globalization: The challenge and the opportunity. In J. Wirtenberg, L.M. Kelley, D. Lipsky, and W. G. Russell (Eds.), *The Sustainable Enterprise Fieldbook: Building New Bridges* (2nd ed., Chapter 7, pp. 321-388). New York: Routledge/Taylor & Francis Group.

Book, Chapter in Scholarly Book-Revised (Published)

Wirtenberg, J. and L. Aydinliyim (2018). Reimagining the 21st century employment relationship: Aligning HR & CSR through employment policies and practices. In *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People* (3rd ed., pp. 456-470). New York: McGraw Hill.

Journal Article, Academic Journal (Published)

Wirtenberg, J., J. Lipoti, M. Kornitas, D. Birnie, K. Parrish, and R. Lee (2019). RU Sustainable: Collective impact for the global goals. *Sustainability: The Journal of Record* 12(2).

Book, Textbook-New (Accepted)

Young, C. (in press). *Teaching Business Ethics*. Edward Elger Publishing.

Journal Article, Academic Journal (Published)

Min, M., F. Desmoulins-Lebeault, and M. Esposito (2017). Should pharmaceutical companies engage in corporate social responsibility? *Journal of Management Development* 36(1): 58-70.

Appendix E. RBS Faculty Grants related to the UN SDGs 2017-2019

In the last two years, RBS has been awarded over \$18 million for research projects and initiatives related to the U.N. Sustainable Development Goals. The list below provides a sample of the work our faculty and staff are doing to improve the social, economic, and environmental welfare of our communities in coordination with governmental and non-profit agencies.

PROJECT TITLE	Principal Investigator	Submitting Department Rutgers Business School	Funding Agency
RICSI - Rutgers Institute for Corporate and Social Innovation	Barnett/Wirtenberg	Rutgers Business School	Robert Wood Johnson Foundation
Opioid Early Warning Alert System	Baveja	Supply Chain Management	Department of Health
Modeling the Emergence of Outliers in Entrepreneurship	Crawford	Management and Global Business	National Science Foundation
NJ Core Hub for Innovation Program	Debo	Management and Global Business	The Celia Lipton Farris and Victor W. Farris Foundation
Impact of the Human Genome Project on Drug Discovery	Gittelman	Rutgers Business School	National Science Foundation
Bank of America Entrepreneurial and Small Business Owner's Educational Training and Counseling	Hopper	RBS NJSBDC - HQ	Bank of America Charitable Foundation, Inc.
SBNA Training Grant for Honduras	Hopper	RBS NJSBDC - HQ	Association of Small Business Development Center Foundation
FBLA-PBL	Kumar	RBS Business Office	State of New Jersey
Jersey City Disparity Study	Lyons	Supply Chain Management	Jersey City
Newark Anchor Institution Buy Local, Social and Economic Development Strategic Plan	Lyons	Supply Chain Management	Robert Wood Johnson Foundation
Project Based Learning Curriculum	McLaury	Supply Chain Management	Department of Education
Project Based Learning Curriculum 2019 - 2020	McLaury	Supply Chain Management	Department of Education
IMRT Telehealth for Underserved Communities Proposal	Melamed	Supply Chain Management	Chancellor's Office

Rutgers UMDNJ Integration Case Studies	Miller	Management and Global Business	The Nicholson Foundation
Reducing cardiovascular disease risk in Greater Newark (Oppenheim)	Oppenheim	Supply Chain Management	Newark Chancellor's Office
Quality and Brand Effects on Manufacturer-Retailer Relationship	Qi	Supply Chain Management	Cove Interior Design
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Prudential Foundation
Black and Latino Technology Program and Accelerate 2020 CEO Academy	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Surdna Foundation, Inc.
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Wells Fargo Regional Foundation
BLUE-RAP	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Hudson County Economic Development Corporation
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	PNC Bank Foundation
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Wells Fargo Regional Foundation
BLUE-RAP	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Santander Bank, N. A.
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	PNC Bank Foundation
Entrepreneurship Pioneers Initiative (EPI)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Wells Fargo Regional Foundation

Urban Retail Acceleration Program (URAP)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Santander Bank, N. A.
Newark Resilience Initiative - CUEED General Operating Funds	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Nonprofit Finance Fund
Urban Retail Acceleration Program (URAP)	Richardson	RBS Center for Urban Entrepreneurship and Economic Development	Hudson County Economic Development Corporation
Minority Tech Ent	Robinson	RBS Center for Urban Entrepreneurship and Economic Development	Minority Business Development Agency
TeleRheumatology: Educating Doctors of Nursing Practice	Schlesinger	Medicine	Pfizer, Inc.
Rutgers University Technical Assistance Program (RUTAP)	Slowinski	Rutgers Business School	Economic Development Administration
E-SPACES - NIH Proposal - Resubmission - 1	Vaidya	Rutgers Institute for Data Science, Learning, and Applications	National Institute of General Medical Sciences
A Multi-source Data Driven Optimization Framework for Building Smart Inter-connected Express Deliver	Yang	Rutgers Business School	National Science Foundation
Victoria Emerging Leader Program 2017-2018	Young	Institute for Ethical Leadership	Victoria Foundation, Inc.
PRU General Operating IEL 2017	Young	Institute for Ethical Leadership	Prudential Foundation



Institute for Corporate Social Innovation



Collective Impact for the Global Goals - Newark Project and Case Competition

When: April 23, 2019, 10 AM – 5 PM
Where: 1 Washington Park, 6th Floor, Newark, N.J.

RBS Students are eligible to earn 100 Suitable Points for participation

Cash Prizes:

\$1000 First Prize

Two \$500 Second Prizes

Schedule:

10 AM- 12 Noon: Team Preparation (all)

12-1 PM Lunch (all)

1-4:30 PM: Team Presentations (prescheduled in 20 minute slots)

4:30-5 PM: Judges meet.

Networking break for teams.

5-5:15: Awards announced

Contact: Professor Jeana Wirtenberg
Jwirtenberg@business.rutgers.edu

The Whole World Wins



Team 1 Urban Agriculture Business Model

Design and develop an **urban agriculture business model** with a comprehensive network including multiple suppliers and distribution channels.

www.sasglocal.com

People's Garden @ 86 Garside St
Garden of Hope @ 7 Fairmount Ave

Rachel Emas - Faculty
rachel.emas@rutgers.edu
Tobias Fox - Leader
tobiasfox1@gmail.com

Team 2 Don't Miss a Day boxed Food

The *Don't Miss a Day* Box Food Drive challenges the Rutgers University- Newark Community to pack three non-perishable meals in a shoe box-size box for K-5 School children to easily carry home, ensuring at least one day without hunger.

Leon Fraser – Faculty
Lfraser@business.rutgers.edu
Lt. Jamie Hendrix - Leader
Jamie.Hendrix@rutgers.edu

Team 3 Community Gardens as Learning Laboratories

Interdisciplinary curriculum for community garden situated in a park next to a Charter School with grades 3 and 4.

Xenia Morin - Faculty
xenia.morin@rutgers.edu
Lorraine Gibbons- Leader
Lorraine.gibbons@rwbjhb.org
Contact: Amina Hylton
hyltona@ci.newark.nj.us



Team 4 Opportunity Project at Newark Beth Israel Medical Center

Opportunity Project is a unique program created by and for adults with brain injuries who are seeking the "next step" in their journey of recovery. Project participants will assist on Monday mornings preparing, planting and maintaining outdoor sub-irrigation planter boxes as well as with indoor hydroponic gardening. Additionally, students will assist in the Wellness Center with nutrition classes, Kevin Lyons - Faculty
klyons@rutgers.edu
Lorraine Gibbons - Leader
Lorraine.gibbons@rwbjhb.org

Team 5 Farmers Market Distribution Plan

Create better logistics for small growers and urban consumers to move local food.

Rachel Emas- Faculty
rachel.emas@rutgers.edu
Emilio Panasci - Leader
epanasci@gmail.com

Team 6 Newark Science and Sustainability Projects: Renewable Energy

To identify vacant lots to move to renewable energy, and possibly mitigate local energy costs.

Email info@sasglocal.com
Visit www.sasglocal.com
Rachel Emas - Faculty
rachel.emas@rutgers.edu
Mike Kornitas - Faculty
michael.kornitas@rutgers.edu
Tobias Fox - Leader
tobiasfox1@gmail.com



Team 7 Humanities Action Lab Initiative on Climate and Environmental Justice

In October, the Humanities Action Lab will launch a traveling exhibition, digital platform and programming on climate and environmental justice to mobilize the public towards action.

Can Uslay - Faculty
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Aleia Brown - Leader
abl791@scarletmail.rutgers.edu

Team 8 Sustainable Jersey as a Model for Local Action

SJ is a network of 448 municipalities+1,116 schools aiming/achieving certification in levels of sustainability that recognize their implementation of social, economic & environmental best practices.

Help City of Newark apply for SJ actions/points supported by *your* project
Melanie McDermott, mcdermom@tcnj.edu
Contact Nathaly Agosto Filión,
agostofilonn@ci.newark.nj.us to coordinate with Newark Green Team & municipal application

Team 9 NJ Sustainable Business Registry

Door to door canvassing of strategically-targeted Newark businesses to encourage them to sign up for NJ Sustainable Business Registry; and consider upgrades to facility through Direct Install program.

Jill Lipoti - Faculty
jal226@sebs.rutgers.edu
Helaine Barr - Leader
helaine.barr.dep.nj.gov
Tony O'Donnell - Leader
AODonnell@trcsolutions.com
Rob Cherella: rcherella@willdan.com



Team 10 Clean Potable Water in Newark

Assist in providing access to potable water free from lead to the residents of Newark.

<https://www.ecofiltro.com/>
Mukesh Patel - Faculty
mmpesq@gmail.com
Govi Rao - Leader
govir@carbongroup.global

Team 11 Improving Math Skills in Newark

Incorporation of a tutoring cloud platform to accelerate personalized education for students (K-12) in Newark through teachers and peers in Public Sector: Akbar Cook, Newark Schools
Private Sector: Hello Thinkster.

Angela Oberg – Faculty
Angela.oberg@rutgers.edu
Ratan Agarwal - Leader
ratan@carbongroup.global
Shayne Veramellay - Leader
shayne@carbongroup.global

Team 12 Engaging the Next Generation in Manufacturing Careers

BuildU: Enhancing manufacturing capacity across Newark.

Sharon Hellman - Faculty
shellman@business.rutgers.edu
Dunbar Birnie - Faculty
dunbar.birnie@gmail.com
Jackie Luciano - Leader
jackie@zago.com



Team 13 United Fashion Arts Council: Waste to Fashion

Develop a business plan to bridge the worlds of waste/upcycling with fashion & art, sustainable fashion and social investments. Focusing on gender equality & responsible consumption and production.

Loubna Erraji - Faculty
erraji@business.rutgers.edu
Tiah Knox – Leader
United Fashion
Oficalufac@gmail.com

Team 14 Frelinghuysen Ave Corridor Master Plan, Newark NJ

Modify existing development plan for better business/growth opportunities.

Magda Comeau - Support
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Barbara Faga - Leader
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