



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

CLEAN/GREEN COMMITTEE MEETING

Friday, September 15, 2017
8:00 a.m. - 9:30 a.m.

VCCF Nonprofit Center (Community Room)
4001 Mission Oaks Blvd., Camarillo, CA

AGENDA

8:00 a.m.	1.0 Call to Order and Agenda Review	Anthony Mireles
8:02 a.m.	2.0 Public Comments <i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i>	Anthony Mireles
8:05 a.m.	3.0 Approval of Minutes: July 21, 2017	Anthony Mireles
	4.0 Ventura County Regional Strategic Workforce Development Plan	
8:10 a.m.	<ul style="list-style-type: none">Workgroup Report: Employer Awareness	Patricia Duffy and Workgroup Members
8:20 a.m.	<ul style="list-style-type: none">PRME : Principles for Responsible Management Education	Valeria Makarova
8:35 a.m.	<ul style="list-style-type: none">Deputy Sector Navigator Update:	Holly Chavez
8:45 a.m.	<ul style="list-style-type: none">Careers in Ventura Clean Tech Summit	Darrell Gooden
9:05 a.m.	<ul style="list-style-type: none">Year-End Review	Patricia Duffy Committee Members
9:10 a.m.	<ul style="list-style-type: none">Joint Sector Meeting Discussion	Patricia Duffy Committee Members
9:20 a.m.	5.0 Committee Member Comments	Committee Members
9:30 a.m.	6.0 Adjournment	Anthony Mireles
	<u>Next Meeting</u> November 17, 2017 – 8:00 -9:30 a.m. VCCF Nonprofit Center (Community Room) 4001 Mission Oaks Blvd., Camarillo, CA	

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the Workforce Development Board of Ventura County staff at (805) 477-5306 at least five days prior to the meeting. TTY line: 1-800-735-2922.



WDB Clean/Green Committee Meeting
July 21, 2017

MINUTES

Meeting Attendees

Committee Members

Anthony Mireles* (Chair)
Dave Fleisch
Charles Harrington*
Grant Leichtfuss
Darrell Gooden

WDB Staff

Patricia Duffy

Guests

Alexandria Wright (Ventura County
Community College District)

*WDB Members

1.0 Call to Order and Agenda Review

Anthony Mireles (Chair) called the meeting to order at 8:10 a.m. No changes were made to the agenda.

2.0 Public Comments

There were no public comments.

3.0 Approval of Minutes: May 19, 2017

Motion to approve: Dave Fleisch
Second: Grant Leichtfuss
Motion carried

4.0 Ventura County Regional Strategic Workforce Development Plan

• Employer Awareness Workgroup Report

The Employer Awareness Workgroup shared their progress on ways to help businesses understand the value of incorporating sustainability into their business practices. The workgroup is creating short videos of local industry success stories on how sustainable practices in business saves money, grows business, and creates jobs. VACE Multi Media Program has been providing their program expertise to create these videos for the Committee. Patricia Duffy reported that the filming has been completed at four different sites, Conejo Awards, Kaiser Permanente Medical Building construction site, Marriott Ventura Beach and the Himalaya Restaurant. The workgroup has been invited by Rich Sigerist, Instructor at VACE Multimedia Program, to review the unedited versions of the videos.

• Ventura Community College District Economic & Workforce Development Division

Alexandria Wright, Director of the Economic & Workforce Development Division for the Ventura County Community College District, was invited to report to the Committee on the work she is doing for the Community College District. Dr. Wright described the research she is working on to provide an economic overview of industry sectors in our region. Dr. Wright discussed how we could work together to identify and align training programs to meet industry needs and grow industry sectors in the County.

- Clean Tech Summit

Darrell Gooden, presented his idea to the Committee to have a Clean Tech Summit. Dr. Gooden described it as a way to bring green tech start-ups, green industries, finance sector stakeholders and green industry innovators together. The Committee members were enthusiastic about this idea and discussed ideas and places it could be held. The Clean/Green Committee members have, in the past, discussed a vision of having Ventura be recognized as a green innovation hub. Ventura County is home to the corporate headquarters of industries in three sectors which are recognized for their environmental and social responsibility. Patagonia in the manufacturing sector, Amgen in Biotech and Limoneira in Agriculture. In addition there are numerous other agricultural companies, waste management companies and small businesses recognized as innovators in environmental and social responsibility. Ventura County is well positioned to be recognized as a green innovation hub and the Committee Members are in support of Dr. Gooden's suggestion of a Clean Tech Summit to support and encourage the growth of green industry innovation in Ventura County.

- Year-End Review

The committee members continued their work on the Year-End Review, discussing accomplishments and insights.

5.0 Committee Member Comments

Dave Fleisch reported on the success of Public Works Day with over 700 students attending.

6.0 Adjournment

Motion: Dave Fleisch
Second: Charles Harrington
Meeting adjourned at 9:35 a.m.

Next Meeting:

September 15, 2017 (8:00 a.m. - 9:30 a.m.)
VCCF Nonprofit Center (Community Room)
4001 Mission Oaks Blvd., Camarillo, CA.



2016-2017 YEAR-END REVIEW Workforce Development Board of Ventura County

WDB CLEAN/GREEN COMMITTEE

2016-2017 Members

WDB Members: Anthony Mireles, Chair (Laborers International Union of North America), Victor Dollar (Brighton Management), Charles Harrington (SEIU Local 721)

Other Members: John Brooks (City of Thousand Oaks), Holly Chavez (Deputy Sector Navigator South Central Coast Region of California Community Colleges), Rebekah Evans (Ventura County Lodging Association), David Fleisch (County of Ventura Public Works Agency), Eric Humel (Oxnard City Corps), Teresa Johnson (Advisor), Grant Leichtfuss (Villa Park Orchards Association), Valeria Makarova (California Lutheran University), Tiffany Morse (Ventura County Office of Education), Kimberly Nilsson (Solid Waste Solutions, Inc.), Douglas O'Brien (Consultant, Energy Advisor), Wayne Pendrey (Ventura County Contractors Association), Mary Ann Rooney (Ventura County Civic Alliance)

Committee Accomplishments

In support of the WDB's *Ventura County Regional Strategic Workforce Development Plan 2013-2017*, the WDB Clean/Green Committee accomplishments included:

- WDB Cross Sector Meeting:
In August 2016 the WDB had the first Cross Sector Meeting bringing all the WDB Sector Committees together, Clean/Green, Healthcare, Manufacturing and Business Services, to discuss common workforce needs across sectors.
- Employer Awareness Workgroup
The Committee formed an Employer Awareness Workgroup. The workgroup was set up to explore a way to create short videos of local industry success stories on how sustainable practices in business saves money, grows business, and creates jobs. A proposal was submitted to Ventura Adult Continuing Education (VACE) Multimedia Program to work with the Clean/Green Workgroup to produce video interviews in a different businesses that incorporate sustainable business practices. The proposal was accepted. Four interview sites were identified and VACE multimedia staff and students have worked with workgroup members to do on-site videos at four locations. The videos will be edited and distributed through the WDB.
- WDBVC Clean/Green Occupational Employment Data
Updated the Clean/Green Occupational Employment Data chart for reference during priority and planning discussions.
- Inventory of Clean/Green Programs
Continued Development of a draft matrix to inventory clean/green-related education and training programs available through the community colleges, adult schools and labor unions in Ventura County. Continued development of industry credential matrix.
- Clean/Green Workforce Development
Discussions to identify the top three Ventura County clean/green workforce development priorities and possible next steps.



2016-2017 YEAR-END REVIEW Workforce Development Board of Ventura County

Committee Accomplishments (Continued)

- Regional Survey of Water/Wastewater Industry
In the previous year, the committee formed a workgroup to identify contacts in the water and waste/water industry. The workgroup developed an extensive list of contacts for Ventura and submitted it to the Deputy Sector Navigator for Agriculture Water and Environmental Technologies, who funded the survey completion. The survey was recently completed with a 42% response rate from the Ventura water/wastewater industries. Valuable information on the current and future water/wastewater workforce needs, for the region, was included in the survey report.
- Apprenticeship Training
Continued coordination with the Laborers International Union of North America, Local 585 (LiUNA). The apprenticeship training program in Ventura County is included on the Eligible Training Provider List (ETPL) training list.
- Career Pathways
Received updates from the California Career Pathways Trust grant project representatives and discussed opportunities to connect business and education for career awareness and workforce preparation.
- Environmental Education
Welcomed Bill Camarillo, CEO of Agromin and Nan Drake, Director of Government Affairs and Public Relations for Harrison Industries, for a presentation on AB 1826, the new legislation and requirements for commercial organics recycling. Discussion on how the legislation is creating new job opportunities and innovative business opportunities.

WDB CLEAN/GREEN COMMITTEE

Insights:

- Need to get more businesses involved.
- Engage the Chambers of Commerce to become involved, distribute Clean/Green videos on sustainable business to the Chambers.
- Continue to create awareness of the value of sustainable business practices.
- There is a need to Increase formal training opportunities in construction and agriculture.
- Include sustainability in hospitality program curriculum.
- Work with current programs (such as the program offered by Ventura Adult and Continuing Education) to help incarcerated individuals prepare for jobs after release and reduce recidivism.
- Work to increase apprenticeship/internship opportunities.



2016-2017 YEAR-END REVIEW **Workforce Development Board of Ventura County**

- Need to identify clean energy training programs in Ventura County
- Identify emerging green industries and training needs.
- Work with educators to increase awareness of green jobs in different industry sectors such as agriculture, energy, transportation, hospitality, construction.
- Encourage green entrepreneurship by identifying the skills and talent pipeline needed to support green industries and to create the support network for green industries to recognize Ventura as a green innovation hub.

DRAFT

Careers in CleanTech Ventura County Summit 2018 – Save the date winter 2018 (location TBD)

An Energy & GreenTech-Environmental focused education & workforce development Event

Inspiration: Career Exploration and Employment

DRAFT

Event Name: Building the CleanTech Ecosystem for employment in Ventura County

Planned Outcomes:

1. One (1) vision for a CleanTech ecosystem in Ventura County (“CleanTech Ventura”)
2. One (1) outline of a community action plan aligning stakeholders in executing their role in vision
3. One (1) working group that will work to refine the vision and community action program
4. One (1) working group that will work to secure financial support

Goals*:

1. To build support for a community action program that promotes CleanTech entrepreneurship.
2. To align industry (WIB), education (VCOE), and community efforts in building a technology infrastructure that leverages the county’s strengths in the energy, environment & utilities industry pathways
3. To link community action program to the demonstration project in clean energy and technology.

Objective 1: By end of event, identify industry partners to develop and execute a CleanTech education to workforce pipeline & entrepreneurship community action program.

Activity 1.1: Introduce ‘climate resilience investment district’ (CID) framework for targeting development of energy, environment & utilities (integrative project based learning & mentoring initiative).

Activity 1.2: Identify existing education and community development initiatives to be enhanced, strengthened, or augmented by a CleanTech ecosystem.

Activity 1.3: Identify planned climate resilience initiatives or policies to be enhanced, strengthened, or augmented by a CleanTech ecosystem.

Objective 2: By end of event, build consensus on a CleanTech vision for Ventura County.

Activity 2.1: Engage key stakeholders to articulate a vision for addressing local issues in energy, population health, education, and workforce development in an integrated way.

Activity 2.2: Engage key stakeholders to articulate a vision for optimizing local strengths in energy, environmentally protected population; integrate education & workforce development collaborative.

Activity 2.3: Outline a draft vision for a CleanTech ecosystem (“CleanTech Ventura”).

Objective 3: By end of event, build consensus on developing an inclusive community action aligning stakeholders in executing their role in “CleanTech Ventura” vision.

Activity 3.1: Engage key stakeholders to want to actively explore how best to use ‘climate resilience investment district’ (CID) framework as a practical tool for targeting development of energy, environment & utilities industry partners.

Activity 3.2: Outline a draft of climate resilience investment district’ (CID) framework targeting Ventura County for developing an inclusive community action plan aligning stakeholders in executing their role in “CleanTech Ventura” vision

** Goals link event to clean energy demonstration project and the establishment of a local Founders Institute chapter in Ventura County.*

STEM-ERSION '17



2-DAY PROJECT-BASED LEARNING PROGRAM

Middle school teacher immersion into local agriculture industry with emphasis on applied STEM learning and classroom project design

Ventura County, CA

June 21-22, 2017



PROGRAM BENEFITS:

- Educators tour local agricultural facilities, including Houweling's Tomatoes and Monsanto, and spend time learning about careers and techniques trending in the sector.
- Monsanto facilitated curriculum workshop including Farmers' Game, Armadillo Challenge, Computer Science Based Learning and DNA extraction; instructional videos provided.
- UCSB's Dr. Ben Faber and Ag Commissioner Henry Gonzales will speak about the Ventura County ag economy and workforce training needs.
- Discussions leading to pathway exploration and development.



University of California
Agriculture and Natural Resources



MONSANTO



Summer STEM!

Agriculture Industry Exposure

HOW IT WORKS:

Teachers commit to:

- ◆ Attend the 2-day STEM-Ersion on June 21 - 22
- ◆ Complete a STEM-Ersion evaluation
- ◆ Implement a fall classroom lesson based upon project- based learning component
- ◆ Complete classroom project lesson plan and evaluation

Teachers will speak with employers to learn about the inner workings of the sector, hiring needs, and how skills taught in the classroom are used in the workplace.

Teachers are given a \$350 stipend (\$175 following 2 day STEM-Ersion; \$175 following completion of lesson plan and evaluation)

STEM-ERSION TESTIMONIALS:

- ◆ "This was an eye opener program" - 2014
- ◆ "I gained a ton of knowledge about job opportunities" - 2015
- ◆ "I am beyond excited about this stuff... So important and relevant!" - 2016



Ventura County Office of Education Camarillo, CA

Hackathon by the Sea is Ventura County's very first hackathon!

What is a hackathon? Hacking is quickly and intelligently creating a real application that can be used by others. By fast-tracking the software and hardware development process, hackathons empowers students to learn valuable technical skills that will be crucial in their future careers.

How does Hackathon by the Sea Work? Nearly 200 Ventura County high school students will participate in this 21-hour event, as teams of 2 – 4 students will team up to develop a product. Adult mentors from the field of technology will assist students in the process of defining and executing their projects.

The hackathon will kick off with a keynote speaker, followed by instructions and rules of engagement for the hackathon projects. Workshops will also be held throughout the evening for students to learn specific skills in their area of interest. Students will receive dinner, breakfast and lunch as well as a swag bag.

Students will learn:

- New technologies
- How to create a product
- Problem solving
- Teamwork
- Real-world experience
- Independent research
- Time management skills
- Technical expertise
- New connections with like-minded peers

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

SHARING INFORMATION ON PROGRESS REPORT 2015-2017

SCHOOL OF MANAGEMENT - CALIFORNIA LUTHERAN UNIVERSITY

PRME Principles for Responsible
Management Education



School of
Management

California
Lutheran
University

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PRME

www.unprme.org





PURPOSE CHANGES YOUR PERSPECTIVE

Founded in 1959, California Lutheran University has spent nearly six decades helping students find their purpose. Our goal is to help students explore who they are, discover and expand their talents and interests, and incorporate those gifts into their lives and careers. Our faculty and staff members understand that we have a responsibility to our students that goes beyond the classroom, and that we also have a responsibility to the world around us.

Therefore, whether it is inside or outside the classroom, the entire university is dedicated to our students' intellectual and spiritual growth, the development of personal character and civic values as they become our next leaders in the local, the regional, and the global community. In doing that, having globally acknowledged principles to turn to for guidance is as important as having a strong understanding of an institution's vision or strategy. It gives me great satisfaction to see that our own School of Management has joined the ranks of some of the world's top business schools in committing to the goals and principles of PRME. These goals not only align well with the mission of the university, but they also advance the education of our students.

The present report is only a brief snapshot of the many activities and initiatives of the School of Management, but it nonetheless is great testimony to how dedicated the School is to PRME. I thank the School of Management's faculty, staff, and advisory council members for their commendable work, especially Dean Gerhard Apfelthaler and Professors Jamshid Damooei and Valeria Makarova who spearheaded this initiative.

Dr. Chris Kimball
President, California Lutheran University

July 2017

ABOUT US

THE UNIVERSITY

California Lutheran University is a selective, comprehensive institution offering undergraduate and graduate degrees in the liberal arts and sciences and professional fields. [Cal Lutheran](#) is home to more than 2,890 undergraduate and 1,280 graduate students who come from 38 states and 35 countries and represent a wide variety of faiths and cultures.

MISSION

The mission of the university is to educate leaders for a global society who are strong in character and judgment, confident in their identity and vocation, and committed to service and justice.

Cal Lutheran is one of 27 colleges and universities in North America related to the Evangelical Lutheran Church in America (ELCA). [The Caring for Creation: Vision, Hope and Justice](#) social statement explains the ELCA's teachings on ecology and the environment.

Cal Lutheran offers undergraduate, graduate and professional programs through the College of Arts and Sciences, School of Management, Graduate School of Education, Graduate School of Psychology and Pacific Lutheran Theological Seminary.

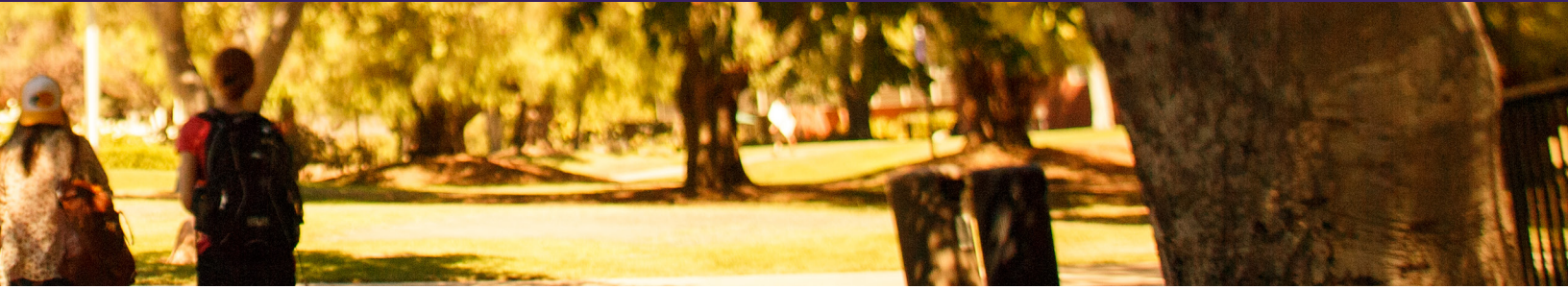
SUSTAINABILITY AT CAL LUTHERAN

Recycle. Conserve. Reuse. Get outside.

At Cal Lutheran, we make a commitment to continue to learn how to live responsibly and justly on our campus and in our communities. We believe that sustainability must be a campus-wide effort rooted in awareness that our immediate, local practices often have global implications.

Contributions from the social and natural sciences, humanities, business, and education help to shape Cal Lutheran's self-understanding and provide new opportunities for service-based learning in our own campus environment.





SCHOOL OF MANAGEMENT

Through scholarship, diverse learning experiences and community engagement, the [School of Management](#) at California Lutheran University advances professional acumen and purpose to develop current and future generations of leaders.

The faculty and staff at the School of Management at California Lutheran University have developed the following **vision**:

The School of Management aspires to develop bold, inquisitive, and responsible leaders who transform organizations, communities, and the world.

Our **mission** determines our strategy as much as influences our day-to-day activities as an organization and as individuals – each one of us.

The mission of the School of Management is to prepare students for success with integrity in their professional and personal lives through scholarship, diverse learning experiences, and community engagement in a global context.

Our programs prepare students for the competitive world that awaits beyond the classroom, and empower professionals from a wide variety of fields to gain expertise in a high demand skillset that can advance their careers.

Our primary activity is the preparation of students. However, we go beyond education, which is not just a one-directional process of instruction. It is the result of multiple intentional engaging activities including research by faculty members and students through our Centers of Entrepreneurship, Leadership and Values, and Economic, Research and Forecasting, traditional and non-traditional forms of learning through international study abroad programs, internships, projects, or our many events, and the active pursuit of relationships with communities at all levels including with our advisory councils and alumni groups.

SCHOOL OF MANAGEMENT AT A GLANCE

Students

- 593 Undergraduate Students
- 965 Graduate Students

Faculty

- 33 Full-time faculty members
- 143 Adjunct instructors

Offerings

Undergraduate Majors

- Accounting
- Business Administration
- Business Management
- Economics
- Organizational Leadership

Graduate Programs

- MBA
- MBA for Experienced Professionals
- MBA in Financial Planning
- M.S. in Financial Planning
- MBA in Europe
- M.S. in Information Technology
- M.S. in Quantitative Economics
- Master of Public Policy and Administration



MESSAGE FROM THE DEAN

When the faculty at the School of Management at California Lutheran University made the decision to join the Principles for Responsible Management Education (PRME) initiative, we made an interesting, albeit not entirely surprising, discovery for an institution of higher education that has its roots in a values-based approach. In reviewing both the university's and the School of Management's own vision and mission statements, we found an almost perfect overlap with the six principles of PRME. Where PRME talks about purpose, we aspire to develop bold, inquisitive, and responsible leaders who transform organizations, communities, and the world; where PRME speaks of values, we understand our mission in the preparation of students for success with integrity; where PRME demands method, we offer diverse learning experiences; PRME's focus on research is met by our commitment to scholarship; where PRME speaks of partnerships, we have community engagement in our mission; and when broad dialogue is sought by PRME, we commit to our embeddedness in a global context. In a way, becoming a member of PRME therefore seemed to be only a natural continuation of a path that we had already been on.

However, we soon realized the transformational potential in PRME. Rather than to just continue, we accelerated, broadened and intensified our efforts to embed the Principles for Responsible Management Education in our programs, courses, and even in the management of our processes. This present report provides a snapshot of where we are on that journey. While we are proud of the many achievements, the work on this report also made us realize that a lot remains to be done. And, more importantly, it also made us even more committed to the goals of PRME.

Onward and upward!

A handwritten signature in black ink, appearing to read 'G. Apfelthaler', written in a cursive style.

Dr. Gerhard Apfelthaler
Dean, School of Management

July 2017

PRME

Launched at the 2007 UN Global Compact Leaders Summit in Geneva, the Principles for Responsible Management Education (PRME) initiative is the largest organized relationship between the United Nations and business schools, with the PRME Secretariat housed in the UN Global Compact Office.

The mission of PRME is to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities and promoting awareness about the United Nations' Sustainable Development Goals.

Official Website:

www.unprme.org

Principles for Responsible Management Education (PRME)

- PRME at a Glance
- Overview of PRME
- Six Principles of PRME Initiative
- Ten Principles of United Nations Global Compact
- Structure of PRME Initiative

PRME in California Lutheran University | PRME Progress Report | PRME Paper Competition | Link

California Lutheran University School of Management (SOM) is a member of PRME initiative. The primary purpose of the Center for Leadership and Values (CLV) is to promote discussions of issues related to values, character, leadership and social progress both within the university and the community. The mission of CLV and its functions relate closely to a significant number of PRME's Six Principles.

The School of Management and its Center for Leadership and Values have the opportunity to communicate with managers of business entities in helping them better appreciate their challenges in embracing social and environmental responsibilities by exploring jointly effective approaches to meeting those challenges.



[PRME webpage](#) at the School of Management Center for Leadership and Values

PRME's SIX PRINCIPLES

1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

6

Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

PRINCIPLE 1 PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The School of Management is working on the sustainability strategy at many levels. PRME provides us with a comprehensive framework that helps us to identify our strengths and challenges, outline our goals, as well as develop a course of action. Our vision guides us when we assign priorities for choosing what issues to address in our curriculum, identify best practices and support new initiatives. For us, raising awareness about importance of social responsibility and the Triple Bottom Line accountability is an essential component for educating responsible leaders well prepared for making decisions in a complex global business environment.

- Faculty members develop and implement projects and assignments that meet learning objectives and create experiences that encourage critical thinking and promote a responsible mindset and behavior.
- Staff members provide support and participate in community projects initiated by the School of Management, internally or university-wide.
- Alumni participate in the school events and classroom activities as guest speakers, and share their professional experience and insights on integrating sustainability into their organizations.

- Structurally, the PRME initiative is hosted by the Center for Leadership and Values at the School of Management that coordinates a dialogue regarding new PRME-related activities and initiatives inside the school and provides communication support on its [website](#).
- Two faculty members, **Jamshid Damooei** and **Valeria Makarova** have been championing and coordinating the PRME initiative from the start. The first cycle (June 2015 – July 2017) was dedicated to collecting and analyzing information on our ongoing activities in the areas of teaching, scholarship and service to community.



Jamshid Damooei, Ph.D.

Professor and Chair, Economics, Finance and Accounting

Co-Director, Center for Leadership and Values

Interim Director, Master of Public Policy and Administration



Valeria Makarova, MBA, Ph.D.

Assistant Professor

Director of Teaching Effectiveness at the School of Management

Perspective**EDUCATING FOR SUSTAINABILITY: A NEW MINDSET FOR BUSINESS LEADERS**

“ An increased focus on educating global business leaders about negative social and environmental impacts of conventional business practices would drive developing innovative solutions that meet both business needs and long term sustainability for all of us. ”

**Richard Congersky**

MBA Student
Management & Organizational Behavior Emphasis
Director of Business Process Innovation
Quest Diagnostics

“ Having sustainability at the center of my education has helped me to think more holistically about solving problems. It has helped me to view environmental challenges as opportunities to reduce waste, improve efficiency and create value for my company. I have a whole new set of tools that enables me to better incorporate social and environmental responsibility into my decisions. ”

Joanie Burns

MBA Student
Sustainable Business Emphasis
Environmental, Health, Safety & Sustainability Manager
Amgen Inc.



PRINCIPLE ² VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

The values of global social responsibility are embedded into Cal Lutheran's culture which encourages students to follow their passion and provides educational experience that "*prepares them for a life of success in which they always offer their very best to others – family, community and the world.*" (www.callutheran.edu). Through the academic [centers and institutes](#), internships, community events and various [multicultural programs](#) that foster an appreciation for diversity and increase understanding of social justice issues, our students learn how to become problem solvers and develop into leaders capable of effecting vital and positive transformations in our communities. This section highlights some of our school's activities that demonstrate commitment to our values.

"Working together in collaboration with the students, we foster a culture of integrity on the campus of California Lutheran University."



Sarah Fischbach, Ph.D.

Assistant Marketing Professor
Co-advisor for the President's Council
on Honor and Integrity

PROVIDING QUALITY EDUCATION

The School of Management provides full support to initiatives and practices that instill a strong ethical culture. Academic Integrity is a core value built upon the principles of honesty and responsibility. In 2015-16, the school task force championed by professor **Mary Jo Shane** revised and formalized our policies on addressing the issues of plagiarism. In April 2017, Cal Lutheran hosted the International Center for Academic Integrity Southern California Regional Consortium conference "*From the Ground Up – Building an Integrity Culture.*" The conference focus was on the initiatives campuses were implementing in order to raise awareness and advocacy regarding academic integrity and honor. Guest speakers from the community discussed the impact on society and professional communities that occurs when the inherent values of integrity and honor are carried through-beyond a student's academic career. Two of our professors, **Sarah Fischbach** and **Carol Coman**, were instrumental in delivering the event and bringing its vision to fruition.



SOCIAL PROGRESS

The School of Management promotes discussion of issues related to values, leadership and social progress through the [conferences and speaker series](#) organized by the Center for Leadership and Values. We are committed to an inclusive work environment and to provide access to knowledge to reduce inequality. Cal Lutheran is a member of the [Hispanic Association of Colleges & Universities](#) (HACU). It has been designated a Hispanic-serving institution by the U.S. Department of Education, signifying that Latinos make up at least 25% of full-time undergraduate students. The School of Management is currently working to start a new university chapter of Prospanica – The Association of Hispanic Professionals, under the umbrella of the Graduate and Professionals Student Council on our campus.



In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of "Agenda 2030" are the [17 Sustainable Development Goals](#) (SDGs) which clearly define the world we want – applying to all nations and leaving no one behind.

At the School of Management, we raise awareness of the UN Global Compact's important initiatives and promote knowledge about tools and platforms that support SDG implementation. Our curricula address issues of corporate social and environmental responsibility. Our research projects facilitate disruptive positive changes. Our stakeholders share their best practices with community.

SUSTAINABLE DEVELOPMENT GOALS



The UN Global Compact Website: www.unglobalcompact.org

SUSTAINABLE CAMPUS

In 2016, Cal Lutheran signed the [Second Nature](#) climate commitment and is now working on developing its own carbon reduction goals. The institutional Sustainability Committee comprised of faculty and staff members facilitated taking this important step forward. Three members of the School of Management (**Susan Wood**, **Andy Pattison** and **Valeria Makarova**/committee co-chair) served on the committee and assisted

the decision-making by sharing their expertise and providing research support. Cal Lutheran sustainability efforts, projects and initiatives are themed around our Buildings, Grounds, Energy, Dining, Information Technology, Transportation, Waste & Recycling, and SEEd Project Garden. As employment of



advanced technological capabilities had been making its way into the classroom, the school initiated a campus-wide Go Paperless initiative to foster utilization of the Blackboard platform by professors. The best practices showing how this tool had improved effectiveness and efficiency of learning for students and helped to avoid unnecessary printing and using paper copies were communicated via 'Journey Towards Paperless Classes' letters.

ALUMNA, STAFF MEMBER AND SUSTAINABILITY ADVOCATE



Susan Wood is our alum. She graduated with MBA in Sustainable Business in 2015 and since then has been working as a Graduate Program Specialist responsible for the marketing and outreach at the School of Management. She was part of the school student team participating in the [Nespresso Sustainability MBA Challenge 2015](#), an international competition that provides real-world experience though developing an innovative solution to a business challenge. A valuable member of the campus sustainability team, for two years (2015-2017) she served on the Sustainability Committee and was in charge of the 'Eco-Advocate' newsletter. She believes that each and every one of us can do our part and gaining knowledge through education is the key.

Susan Wood, MBA

Alumna, staff and member of the Cal Lutheran Sustainability Committee

“ Stewardship relates to the legal idea of agency and the financial notion of fiduciary duties. When we speak of stewardship, we recognize that we have obligations to others. If I am an agent, I have responsibilities to the principle. If I am a fiduciary, I have responsibilities to another’s financial interest. In both cases we talk about responsibilities. Stewardship carries the same notion; responsibility. Do we in business have responsibilities? The answer is yes. If we say that the purpose of business is to enhance human flourishing, then business’ impact on human flourishing is an important consideration in decision making.

*One such impact is the environment. The quality of the environment has an impact on human flourishing. Apart from nature itself, business has an impact on the environment through the decisions managers make. In our classes, we ask how this decision may or may not affect the environment in which we and others live and whether and to what extent that cost is justified as a social cost which may or may not be realized by the firm. **Environmental stewardship is the understanding that what we have as managers is a gift and that gift is in service to others.** With that in mind, environmental stewardship becomes an integral part of managerial decision making. ”*



The Rev. Kapp L. Johnson is an ELCA pastor, attorney and educator. He teaches courses in Business Law and Business Ethics. His scholarly interests include the intersection of law, economics and social policy, and the impact of leadership on firm performance in the development and sustainability of ethical corporate cultures.

Kapp Johnson, J.D.

Senior Lecturer, School of Management

OUR PROGRESS

Status 2015-2017

	Objectives	Measures	Sample Activities and Initiatives	Progress Evaluation
Teaching	Improve education by increasing awareness of responsible management education and demonstrating the school's commitment to the Six Principles of PRME.	Events and projects.	Academic Integrity events.	Strong Progress.
		Changes in the curriculum to reflect the values of global social responsibility.	Revising the student learning outcomes for the undergraduate and graduate business programs.	Completed.
Scholarship	Engage in applied scholarship to address the 17 Sustainable Development Goals.	Research reports and academic publications.	Research projects/ publications: SDG 4 and 10: Women Entrepreneurship in Kenya (2015-2016) SDG 11: Comparative analysis of policies on climate and energy issues; urban climate action planning (2015-2016).	Some progress.
Service	Contribute to the regional, university, and School of Management - led initiatives that support Sustainable Development Goals implementation.	Participation in the committees, advocacy groups, etc. that employ action-oriented platforms or tools within the UN Global Compact initiative.	Serving on the Cal Lutheran Sustainability Committee, Ventura County Economic Development Board; Central Coast Alliance United for a Sustainable Economy (CAUSE).	Positive progress.

PRINCIPLE 3 METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Teaching is our core activity, and providing an effective and efficient learning environment is our competency. To think critically and evaluate managerial decisions and organizational practices from multi-stakeholder perspectives is one of the learning goals we set at the School of Management. The campus operations and events, extracurricular activities and initiatives – all our practices should be consistent with what we teach and research. We design our curriculum always keeping in mind that our words and actions may have long-term impacts.

EDUCATIONAL DESIGN

- Two specialized courses provide comprehensive review of principles, frameworks and approaches for building sustainability strategies: 'Fundamentals of Sustainable Business' (undergraduate) and 'Sustainable Business Strategies' (graduate).
- A variety of elective courses offered within emphasis areas broaden knowledge of different aspects of responsible leadership, management, communication, stakeholder relations and resource allocation.
- Signature assignments are designed to meet multiple student learning outcomes that are tied to our mission and core values.
- PRME's resources: textbook 'Principles of Responsible Management' (by O. Laasch) and case studies are adopted for the courses.
- University library provides access to thematic publications and databases (e.g., GREENR; GreenFILE).
- Field trips and guest lecturing are core components of our methodology.

"It's been quite an exciting journey creating the right structure for incorporating social and environmental responsibility and sustainability into our business curriculum. Having started more than a decade ago with introducing elective courses and raising awareness about the importance of these topics in management education, we then moved to offering MBA tracks in the areas of CSR, social entrepreneurship and sustainability. It's time to go broader and deeper. With the redesigned Student Learning Outcomes, we are now integrating sustainability vision across all our programs. The PRME' Principles provide us with the framework we need. "

Valeria Makarova, MBA, Ph.D.

Assistant Professor
Director of Teaching Effectiveness



Valeria Makarova led the MBA track in Sustainable Business (2012-2015) and now coordinates PRME's-related curriculum development at the school. Dr. Makarova teaches courses on sustainability in business undergraduate and graduate programs. Her research interests include building a business case for sustainability and creating shared value.

The eight institution-wide [Student Learning Outcomes](#): *Creative and critical thinking; Information literacy; Communication skills; Quantitative literacy; Interpersonal and teamwork skills; Identity and values; Principled leadership; Cross cultural competency*, are embedded in our curriculum and co-curriculum. They result from transformative experiences that enable students to connect the knowledge and skills learned during their studies.

IDENTITY AND VALUES

- Articulate purpose and direction in life (vocation)
- Develop a sense of responsibility to self, community, and the world
- Develop an identity grounded in religious, ethical, and moral convictions
- Demonstrate both compassion and a commitment to justice towards others

PRINCIPLED LEADERSHIP

- Develop personal principles of ethical leadership
- Evaluate the impact of leadership actions
- Self-assess for intentional growth as an ethical leader

CROSS CULTURAL COMPETENCY

- Identify influences of one or more historical eras and unfamiliar cultures
- Identify and compare critical ideas, traditions, and artifacts of cultures
- Describe how different cultures have contributed to the contemporary world
- Demonstrate strong cross-cultural analytic and communication skills
- Identify and explain the social importance of race, ethnicity, culture, gender, sexuality, class, and religion

Part of the educational design is to integrate PRME-related topics into comprehensive signature assignments that demonstrate how students achieve multiple learning objectives. Examples of assignments include: the *Sustainability and Information Systems* assignment in the course "Information, Systems, and Organizational Design", professor **Paul Witman**; a final individual paper on *Moral Leadership* in the course "Executive Roundtable", professor **Kapp Johnson**. The section also features a few upper division [undergraduate](#) courses from different emphasis areas that promote responsible management.

FUNDAMENTALS OF SUSTAINABLE BUSINESS

The course provides comprehensive introduction to the sustainability concept and its major themes such as clean energy and fuels, sustainable agriculture, and managing waste. The role of consumers, governments, nongovernmental organizations and other stakeholders in building the organization's business model and strategies for a sustainable future is examined. Students explore innovative solutions from the Triple Bottom Line perspective and discuss entrepreneurial opportunities for individuals and companies.

ECONOMICS OF THE ENVIRONMENT

Economics is the science of optimum allocation of scarce resources. It implies that individuals, groups, and societies have to make choices and prioritize the use of available scarce resources. In this course students investigate, in economic terms, various environmental problems in today's world to determine the costs and benefits of alternative approaches to environmental remediation. The course also examines major policy alternatives for environmental protection.

SOCIAL MARKETING

Reflecting the needs of social entrepreneurs, NGOs and nonprofit organizations, the course explores the use of marketing to effect behavioral changes for the benefit of individuals, society and the global environment. Through reading, discussion and practical application, students learn how social marketing objectives are accomplished through carefully chosen combinations of research, planning, implementation and program evaluation.

CREATIVITY AND INNOVATION

The Art of Transforming Knowledge into Ideas That Can Change the World! This course is designed to inspire and prepare students with the skills to combine innovation, creative thinking, and sound entrepreneurship principles to turn ideas into business ventures, design innovative products and services in existing companies, or channel a passion for public service into practical solutions to the world's most pressing social, economic and environmental problems.

" This course really surprised me. We got such a precious chance to have so many interesting speakers... All of them are leaders in their companies, and all the experiences they shared with us were priceless... I never thought about the importance of moral leadership before this class. "

Student

MBA 592 Executive Roundtable
Fall 2016

Spotlight

EXECUTIVE ROUNDTABLE

Lead by professors **Paul Williams** (Finance) and **Kapp Johnson** (Law, Business Ethics), the Executive Roundtable is a unique course for both undergraduate and graduate business students. The course is designed to provide students with the possibility to contextualize business theory and gain a stronger appreciation for how management and leadership are integrated into the strategies and operations in modern corporations. It is intended to demonstrate how practitioners must constantly balance the economic merits of any action against the societal, political and organizational consequences of the decision. Thereby, the course provides students with greater insight into the issues most executives face today. Senior management executives are invited to present to students and discuss their operations and vexing problems. Among many others, guest presenters in this course have included:

- Greg Van Ness, CEO, Tolman and Wiker: "*Leading for sustainable success*"
- David Piacquad, Senior Vice President, Amgen: "*Strategy and corporate development*"
- Blaise Simqu, CEO, Sage Publications: "*History major to CEO... Lessons learned along the way*"
- Jim Robinson, Vice President, Advanced Bionics: "*Focus on hearing care – Continuous innovation*"
- Allan Spies, CFO (ret.), US West: "*Serving on Corporate Boards...The Secret Sauce*"
- Bob Whisler, President, Kyocera International: "*What is right for success?*"

Here are a few featured examples of courses, events, and activities offered by our [graduate](#) programs that demonstrate how we enable learning experiences for responsible leadership.

Two years ago, the **MBA** program revised curriculum and adopted the Corporate Social Responsibility student learning outcome. The program offers an emphasis area course "Sustainable Business Strategies" available to all MBA students in regular, online and compressed-weekend formats. This course provides an overview of sustainability frameworks, addresses issues of negative externalities and explores the tremendous impact the sustainability movement is having on core business strategies and building competitive advantage.



In 2015, a group of our students participated in the international competition "[Nespresso Sustainability MBA Challenge](#)" working on a proposal "How Should Nespresso Capitalize on the Opportunities of the Circular Economy to Build a Premium Proposition for Aspirational Consumers?" The team: Joan Burns, April Tucker, Spencer Votipka, and Susan Wood.

When the California Air Resources Board was working on the Scoring Plan with the strategies and recommendations on meeting goals to sharply cut greenhouse gas (GHG) emissions, the **Master of Public Policy and Administration** (MPPA) program was offering courses

the "Sustainable Development Policy" and "Energy & Climate Change Policy in Local Government". Professor **Andy Pattison**, who developed and instructed these courses (2012-2016), was also hosting State Senator Fran Pavley as a guest presenter for our MPPA and MBA students. She has authored bills and policies regulating GHG emissions: AB 32, California Global Warming Solutions Act; SB4, the first comprehensive fracking bill.



Senator Fran Pavley with MPPA and MBA students and professors at Cal Lutheran.

The **MBA in Financial Planning** (FP) degree is considered to be among the country's most intensive and comprehensive master-level programs for financial planning. The program is also known for its vibrant and engaged online community of students and professors. The social and environmental responsibility values are embedded into the program culture, curriculum and the online delivery method. Thus, for two years (2013-2015), an MBA-FP alum Brendon Cussio supported our MBA students studying Sustainable Business through the Dolce Foundation Scholarship program he founded, and participated as a guest lecturer in the sustainability courses.



A snapshot from an online lecture on Sustainable Business Practices. The module introduces frameworks and practices on sustainability reporting.

Perspective

BUSINESS AND SUSTAINABILITY: A NEW PARADIGM



Chuck Maxey is the Professor of Business Administration and retired Dean of the School of Management. He supported principles of responsible management education by launching MBA professional tracks in Nonprofit & Social Enterprise and Sustainable Business back in 2008-2014. Dr. Maxey is a co-founder and co-director of the Center for Leadership and Values. He serves on the Ventura County Community Foundation Board of Directors. In his courses on organizational behavior, Dr. Maxey introduces students to the concepts of CSR and sustainability.

“ Recent studies show growing emphasis on the importance of sustainability on the part of business leaders and consumers, but much smaller proportions who report truly effective integration and operational effectiveness. The next generation of business leaders must do better. Business schools can be important facilitators of this change by emphasizing not only the societal responsibilities involved, but by seeing that students develop the practical methods and tools for effective sustainable business practices. ”

Chuck Maxey, Ph.D.

Professor of Business Administration

“ The 21st century organizations that place high value on entrepreneurial thinking and focus on the triple bottom line will be far more resilient than their counterparts. Sustainability education must be incorporated into all business disciplines in order to facilitate environments of lasting growth and success. As a former sustainable business student at Cal Lutheran, I can attest to the value of this approach to responsible management and problem solving. ”



Spencer Votipka, MBA '17

Alumna with Sustainable Business emphasis
Energy Consultant, Vivint Solar

OUR PROGRESS

Status 2015-2017

	Objectives	Measures	Sample Activities and Initiatives	Progress Evaluation
Teaching	Integrate topics of Corporate Social and Environmental Responsibility in program curricula.	Course learning objectives and program learning outcomes.	Refinement and revision of learning objectives/outcomes during program reviews and self-studies. Developing course assignments.	Strong Progress.
	Develop opportunities for experiential learning through collaboration with organizations - champions in sustainability.	New partnerships and collaborative projects; students participation; faculty involvement.	Building community of speakers, guest presenters for thematic events, classes. Internship opportunities.	Some Progress.

ENGAGING ADJUNCT FACULTY IN SUSTAINABILITY EDUCATION



Adrian Tylim is an expert in the field of renewable energy and an adjunct professor at the School of Management. Before launching his latest enterprise - an engineering company that designs, finances, builds and operates environmental infrastructure projects, he had many years of executive-level experience in global business development; worked on solar, wind energy projects and NASA's space station solar power module. Adrian generously shares his knowledge and experience through producing publications, presenting at conferences, and teaching courses on sustainability for our graduate students.

Adrian Tylim

CTO, Shift Energy Holdings, Inc.
Adjunct professor

PRINCIPLE 4 RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Our faculty members contribute to creating and sharing new knowledge by engaging in research that addresses various aspects and issues of sustainable development, corporate responsibility, business ethics, entrepreneurship, and talent management. Academic and applied research is also carried out within the School of Management at our two research centers: the Center for Economic Research and Forecasting, and the Center for Leadership and Values. The examples of their PRME-related projects will be presented in the coming Spotlights. This section features the Center for Leadership and Values (CLV), a research center and home for PRME at our school, as well as provides examples of academic works and initiatives that reflect our commitment to the PRME's principles.

CLV AT THE SCHOOL OF MANAGEMENT: A RESEARCH CENTER AND HOME FOR PRME

Founded in 1999, the [Center for Leadership and Values](#) was among the first research establishments that assisted with assessing and reporting on the quality of life in Ventura County, CA. Under the leadership of its director **Jamshid Damooei**, the CLV has built significant research capabilities and earned a strong reputation in the community. The Center maintains a large database on socio-economic indicators, as well as conducts projects in partnerships with the United Way of Ventura County, Ventura County Community Foundation, Civic Alliance of Ventura County, Ventura County Public Health, Ventura County Workforce Development Board, and others. The school's graduate business students are involved in research, and information is updated on a continuous basis. Over the last two years, at CLV, we

have come up with new initiatives, such as a program to bring young scholars aboard and a student essay competition, to further the UN Global Compact vision.

"To promote and facilitate discussions on value-based leadership, we provide resources, articles, speakers, and an extensive online database. Our data users 'connect the dots' and become more aware of interrelations between the economic and social development in their region and communities."

Jamshid Damooei, PhD.

Professor of Economics and CLV Director

The screenshot displays the website for the Center for Leadership and Values. The main header reads "Center for Leadership and Values". Below the header, there is a navigation menu with "HOME" and "CENTERS" (CLV). The main content area is divided into several sections:

- Our Research Library:** Lists domains in the research library including Demography, Socio-Economic Conditions, Dependency Issues, Education, Employment, Healthcare, and Public Safety.
- Latest News:** Announces "Ventura County Data is Available" from February 22, 2018.
- Overview:** Includes links for "About Us", "Ventura County Data", "Publications", "Speaker Series & Conferences", "PRME", and "Link to Resources".
- Contact Us:** Provides the phone number (805) 493-3300, email (clv@calu.ucvta.edu), and website (http://www.clv.ucvta.edu/2017/).

On the right side of the page, there is a table titled "The 12 Key Percentage of Population Series, Quarterly 2011-2018" and a map of Ventura County showing various regions.

The CLV's regional database is a principal source of information for students, practitioners and scholars. The focus is on socio-economic changes in the county, state and the nation. Several hundred strings of information are arranged within eleven domains and presented in tables, charts, GIP maps.

Spotlight

About a decade ago, two professors, **Vlad Vaiman** and **Gerhard Apfelthaler**, both with a university in Europe at that time, initiated the formation of a new journal, the [European Journal of International Management](#) (EJIM). From its very inception, EJIM aimed to provide both conceptual and functional insights useful for the further development of research, teaching practices, and managerial techniques. Over the last years, the journal has become one of the top publications in the field. It has followed the two faculty members to California, where it continues to be an instrument of dialogue with a global academic community.



Vlad Vaiman is Professor of International Management and Associate Dean at the School of Management. He is also a co-founder and editor-in-chief of the [European Journal of International Management](#). Dr. Vaiman's research interests include issues of both organizational behavior and international management, and more specifically, matters of cultural differences and their influences on leadership, motivation, and talent management in multinational companies.

“ It is essential for scholars to focus on the systemic view of business and publish articles that go beyond basic approaches that accentuate shareholder value creation. More research should be done in the areas that transcend all facets of business and emphasize the importance of stakeholder value, corporate social responsibility, ethics, and well-managed diversity. ”

Vlad Vaiman, Ph.D.

Associate Dean, School of Management

Articles published by our faculty members in scholarly books or journals address questions that go beyond utility and the rationality of business and integrate a broader range of topics such as corporate social responsibility, ethics, diversity, and others. Some examples of these publications include:

- **Apfelthaler**, G. & Karmasin, M. (2017). Integrated Corporate Social Responsibility Communication – A Global and Cross-cultural Perspective. In Karmasin, M. (Ed.), *Handbook of Integrated CSR Communication* (pp. 237-250). Hamburg: Springer. doi:10.1007/978-3-319-44700-1_14.
- Ayres, A., Degolia, A., **Fienup**, M., Kim, Y., Sainz, J., Urbisci, L., & ... Tague, C. (2016). Social Science/Natural Science Perspectives on Wildfire and Climate Change. *Geography Compass*, 10(2), 67-86. doi:10.1111/gec3.12259.
- **Fischbach**, S., & Conner, S. L. (2016). Empathy and Interpersonal Mentalizing in Ethics Education: An Exercise with Graphic Novels. *Journal For Advancement Of Marketing Education*, 2488-94.
- **Fischbach**, S., & **Guerrero**, V. (2015). Transporting Services to the Customer: Exploring User-Generated Content and Entrepreneurship. *Journal of Business and Entrepreneurship*, 27 (1), 109-130.

- Frid, C. J., Wyman, D. M., **Gartner**, W. B., & Hechavarria, D.M. (2016). Low-wealth entrepreneurs and access to external financing. *International Journal of Entrepreneurial Behavior & Research*, 22 (4), 1-25.
- Russo, C., & **Pattison**, A. (2016) Climate Action Planning: The Urban Equity Dilemma". In P. Godfrey & D. Torres (Eds.), *Systematic Crises of Global Climate Change: Intersections of Race, Class, and Gender* (pp.1-33). New York: Routledge.
- Khoreva, V., **Vaiman**, V., & Van Zalk, M. (2016.) Talent Management Practice Effectiveness: Investigating Employee Perspective. *Employee Relations*, 39 (1), 19 – 33.

“ *Our partnership and collaboration with Akili Dada reinforced to me the importance of values and pursuing global social responsibility. The results of the research were enlightening. The Kenyan women-attendees exceeded my expectations in terms of performance. They were engaged, motivated and eager to learn and apply their new skills. Personally, this was an inspirational life changing experience for me. We felt appreciated and learned from one another. Sharing with others who can truly benefit from education was a rewarding and meaningful endeavor.* ”



Judith Richards, MBA

Lecturer and MBA Student Advisor

Spotlight

Professors **Judith Richards** and **Veronica Guerrero** collaborated with Akili Dada, a nonprofit organization in Nairobi, Kenya, for a research project that also had an important social mission: to empower women by furthering their education. Two half-day negotiation skills workshops were offered through combinations of live lecture via Skype, video, and face-to-face instruction to aspiring Kenyan women entrepreneurs. A customized methodology for the workshops was created in collaboration with the local director, Allison Domicone. Participants completed pre- and post-surveys to determine effectiveness of the training. The results of the research project were published and presented at the Center for Scholastic Inquiry (CSI) academic research conference, Charleston, South Carolina, USA, October 2015.

- **Richards**, J., **Guerrero**, V., & Domicone, A. (2016). Kenyan Female Entrepreneurs and Negotiation Education: Exploring Efficacy Development Utilizing Distance Learning. *The Journal of Scholastic Inquiry: Education*, 6 (1), 48-66.



The negotiation simulation sessions took place at Akili Dada, a leadership incubator in Nairobi, Kenya. The training and communication with women participants were facilitated primarily via Skype, FaceTime and teleconference calls.

It is important for us, an academic institution, to participate in a dialogue with our peers in the field, collaborate with other disciplines, and involve students in our research projects. The following list of presentations also shows a range of our faculty research interests in the areas of environmental stewardship, strategic leadership, business ethics, principles and values of diversity, inclusivity, and academic integrity.

OUR COLLEAGUES

PRESENTATIONS

Gerhard Apfelthaler, Ph.D., Dean	<i>"Entrepreneurship and the Future of Cities"</i> keynote address at the International Conference on Civil Engineering, Architecture, Urban Management and Environment, Iran, September 2016.
Loredana Carson, MPPA, Lecturer Mary Jo Shane, Ph.D., Assistant Professor	<i>"Using a Change Process Model in Academic Integrity"</i> at the International Center for Academic Integrity Southern California Regional Conference held at California Lutheran University, Thousand Oaks, April 2017. <i>"Academic Strategies for Integrating Resources with International Students"</i> at the NAFSA Conference, Los Angeles, California, May 2017.
Loredana Carson, MPPA, Lecturer Mark Edwards, MBA, Lecturer Mary Jo Shane, Ph.D., Assistant Professor Tim Weaver, MBA, Lecturer	<i>"Academic Integrity in the Classroom"</i> at the Lilly Conference on College and University Teaching and Learning, Long Beach, California, February 2016.
Carol Coman, M.S., Associate Professor Sarah Fischbach, Ph.D., Assistant Professor Students	<i>"Integrity and Ethics from the Ground Up: That's the Culture We Want to Foster"</i> at the International Center for Academic Integrity conference, Albuquerque, New Mexico, February 2016.
Sarah Fischbach, Ph.D., Assistant Professor	<i>"Investigating Native Advertising Effectiveness: Successful Brand Integration Practice or Deceptive Practice?"</i> at the Society of Marketing Advances Conference, San Antonio, November 2015.
Bruce Gillies, Psy.D., Assistant Professor Susan Murphy, Ph.D., Professor	<i>"Social Loafing and Virtual Teams: The Effect of Communication Type"</i> at the 23rd Annual American Society of Business and Behavioral Sciences (ASBBS) conference, Las Vegas, February 2016.
Virginia Ilie, Ph.D., Assistant Professor Chris Njunge, MBA, M.S., Adjunct Instructor Paul Witman, Ph.D., Professor	<i>"Social Inclusion across Information Systems Specializations"</i> at the Americas Conference on Information Systems, San Diego, California, August 2016.
Valeria Makarova, Ph.D., Assistant Professor Chuck Maxey, Ph.D., Professor	<i>"A Path to Institutionalizing Sustainability: The Case of a Private Liberal Arts University"</i> at the Twelfth International Conference on Environmental, Cultural, Economic & Social Sustainability, Portland, Oregon, January 2016.
Andrew Pattison, Ph.D., Assistant Professor	<i>"Carbon Emission Stress and Climate Commitment: A Qualitative Comparative Analysis of Local Policy Adoption in California"</i> at the Urban Affairs Association annual conference, San Diego, March 2016. <i>"Factors Shaping Policy Learning: A Study of Policy Actors in Subnational Climate and Energy Issues"</i> at the Midwest Political Science Association annual conference, Chicago, April 2016.
Vlad Vaiman, Ph.D., Professor	<i>"Revitalizing Cross Cultural Management- Advancing Organizations & People in a Global Business World"</i> at the Academy of Management, Vancouver, Canada, August 2015. <i>"Global Talent Management: Multiple Levels of Research"</i> at the Fourth Annual European Institute for Advance Studies in Management (EIASM) Conference on Talent Management held at Universidad Politécnic de Valencia, Spain, September 2015. <i>"Macro-perspective on Global Talent Management: Application in the Russian Context with a View to Learn"</i> at the 5th Annual EIASM Workshop on Talent Management, Copenhagen, Denmark, October 2016.
Paul Witman, Ph.D., Professor	<i>"Providing a Clear Path for Future Leaders"</i> at the Southern California CIO Executive Summit, Los Angeles, California, June 2016.

OUR PROGRESS

Status 2015-2017

	Objectives	Measures	Sample Activities and Initiatives	Progress Evaluation
Teaching	Incorporate research conducted by our faculty members into their teaching practices and methods.	Course projects and assignments.	Case studies.	Some progress.
Scholarship	Engage with our academic peers locally and globally on PRME-related research studies. Produce cutting edge research that matters to our community.	Academic publications, research reports, new research topics.	European Journal of International Management. Economic forecasts.	Strong progress.
Service	Share results of impactful studies (theoretical and empirical) with our stakeholders.	Presentations at thematic conferences that address PRME's values.	Hosting the Southern California Regional Consortium conference <i>"From the Ground Up – Building an Integrity Culture"</i> .	Positive progress.



Every year, the university-wide Festival of Scholars showcases scholarly work of undergraduate and graduate students.

PRINCIPLE 5 PARTNERSHIPS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

The School of Management seeks partnerships with corporations and managers at both individual and organizational levels. We believe that business schools are different from other academic divisions as they must actively engage with their stakeholders in order to fully understand and address the needs of business. There is a need for continuous dialogue between corporations and educational institutions on various issues related to social and environmental challenges we face nowadays. In our mission statement, we express our commitment to diverse learning experiences and community engagement and we embed these principles in our core activities.

ADVISORY COUNCILS

Currently, the School of Management has four advisory councils with approximately 100 members: the [Dean's Executive Council](#), the [Advisory Council](#), the [Board of the Center for Economic Research and Forecasting](#), and an advisory board for launching a new program in Hospitality Management and Tourism. Members of these bodies represent corporations and non-profit organizations at the regional and global level. They provide strategic advice and guidance on important matters, access to networks, and operational support.

Members of the Dean's Executive Council include:

- Kevin Elms, CFO, *Dole Packaged Foods*
- Nigel Kershaw, CFO, *Lucky Brand Jeans*
- Harlan Levine, CEO, *City of Hope Medical Foundation*
- David Meline, CFO, *Amgen*
- Brian Palbaum, President and COO, *Trader Joe's*

Our Partnerships

Advisory Councils



Community Board Representation



Organization Partnerships



Executive-in-Residence & Entrepreneur-in-Residence Program



Programs for Special Target Groups



COMMUNITY BOARD REPRESENTATION

Key members of the School of Management represent the School or the University on a number of organizations in the regional community. Dean **Gerhard Apfelthaler** is a board member of the Economic Development Collaborative of Ventura County ([EDC-VC](#)), a public-private partnership that provides business assistance to companies of all sizes and engages in policy formulation. Associate Dean **Vlad Vaiman** is a board member of the Ventura County Economic Development Association ([VCEDA](#)), a business advocacy group, and MBA Program Director **Sumantra Sengupta** is on the board of the Workforce Development Board ([WDB](#)) of Ventura County, a statutory organization that disburses funds under the Federal Workforce Innovation and Opportunity Act (WIOA). Professors at the School of Management often speak at meetings and events of these and other organizations.

ORGANIZATION PARTNERSHIPS

The School of Management maintains partnerships with the [Association for Corporate Growth](#), [Los Angeles Venture Association](#), [Tech Coast Angels](#). Faculty members are active individual members of various academic and professional organizations including, for instance, the [Academy of Management](#), the [European International Business Academy](#), the [International Leadership Association](#), the [Strategic Management Society](#), the [United States Association for Small Business and Entrepreneurship](#) and others.

EXECUTIVE-IN-RESIDENCE AND ENTREPRENEUR-IN-RESIDENCE PROGRAM

The School of Management integrates guest speakers into courses, and features them at special events and occasions. In 2016, the school took an important step to leverage the expertise of practitioners in a structured way. We developed and implemented a program that allows us to formally appoint Executives-in-Residence and Entrepreneurs-in-Residence who dedicate a good portion of their time to guest lecturing, mentoring of students, and engaging with faculty members. Our inaugural Executive-in-Residence is **Primo Custodio**, a former Senior Executive VP at a global entertainment company, and our inaugural Entrepreneur-in-Residence is **Jim Cathcart**, a self-made entrepreneur, award-winning speaker, and author of many books.

PROGRAMS FOR SPECIAL TARGET GROUPS

In recent years, the School of Management has started to serve the educational needs of special target groups. Professor **Kapp Johnson** has led an initiative to develop the Executive Skills for Pastors program that educates congregational leaders in the ways of modern business. Another example of such a program is the ongoing "Supervisor Skills for Civil Servants" program that professor **Loredana Carson** has developed with and for employees of agencies at the local, state, and federal level.

Spotlight

ESTABLISHING A MARKET-BASED MECHANISM TO COMBAT CALIFORNIA'S WATER SHORTAGE

In recent years, California has suffered from a prolonged drought and water shortage. Under the leadership of its Executive Director, **Matthew Fienup**, and the Chairman of its board, **Edgar Terry**, the School of Management's Center for Economic Research and Forecasting ([CERF](#)) has developed a groundbreaking approach to address this problem, which is a serious threat to the environment, California's agriculture and the livelihood of large segments of the population. In an exceptional example of community engagement, CERF has brought together a group of about 50 farmers, city representatives and a local groundwater management agency. In this unique partnership, CERF has developed a comprehensive set of recommendations for the establishment and operation of a water market that is designed to deal with the uncertain and declining availability of water. In such water markets, people with unused water allocations are allowed to transfer the right to use that water to someone else (and to be compensated for forgoing use). In other parts of the world (such as, for instance, Australia), water trading has proven to be successful in supporting agricultural productivity, enhancing municipal water security and maximizing environmental benefits. CERF is now bringing water trading to California – as a radically new and innovative market-based solution to a serious environmental threat. A pilot of the program has started in the spring of 2017.

Spotlight

HACKS 4 HEALTH

Over the weekend of September 23-25, 2016, the School of Management teamed up with VSolvIT, a local, fast growing information technology company to produce the "Hacks for Health" event. Generously supported by the US Department of Agriculture ([USDA](#)) and Dole Packaged Foods, we brought the community together to generate ideas and business models around the topics of Poverty and Hunger, Food Deserts, as well as Maternal and Infant Health. Following the



proven format of Start-Up Weekends, participants from medicine, science, agriculture, manufacturing, and the start-up community created a total of ten business models/start-up companies that addressed a variety of problems ranging from food production to health. The winning team, for instance, developed an application that tracks personal medication schedules, and informs users where the needed medicine is available cheapest. In second came a team that hacked an approach to a reward-driven pregnancy education and governmental resource center for new expectant mothers. With the app, mothers have access to videos, articles and seminars in their area to help them along their journey and earn points towards reward coupons. Two teams tied for third place. One developed a social media platform designed with the mission of educating people about the intensity of the food waste problem, and another one provided a solution to connect perishable food donations with local food bank organizations.

“ As a leader in growing, sourcing, distributing and marketing fruit and healthy snacks, Dole Packaged Foods is committed to sustainability in all of its operations – water management, carbon footprint, soil conservation, and waste reduction. Issues in food and health need the combined power of business and technology to create sustainable solutions. I applaud the School of Management at California Lutheran University for bringing the community together to work on such solutions through the Hacks4Health event. ”

Kevin Elms

CFO, Dole Packaged Foods
Member of the Dean's Executive Council

Spotlight

STATE OF THE REGION

"*You can't manage what you can't measure*" is one of the conventional wisdoms in business. Professor **Jamshid Damooei**, Director of the School's Center for Leadership and Values, has taken this motto to the public space. Partnering with the [Ventura County Civic Alliance](#), itself a partnership of a number of institutions and key influencers, he is the driving force and main researcher behind the "State of the Region" report.

Drawing from different primary and secondary sources, this bi-annual report provides a comprehensive collection and presentation of a variety of important indicators from the areas of Agriculture, Civic Engagement, Cultural Resources, Economy, Education, Environmental Quality, Land Use and Housing, Natural Resources, Public Health, Public Safety, Social Services, and Transportation in our regional environment.

The State of the Region Report is presented to the regional community through a short event series in different locations. At these events, panelists engage with the community in the discussion of the state of the region. The State of the Region report has become an important and widely used source of information for policy- and decision-makers in government, non-profits, and business.



Jamshid Damooei is Professor and Chair of Department of Economics, Finance and Accounting and Co-Director of the Center for Leadership and Values. During the last two decades he has become more focused on the economic analyses of social issues. His expertise is in Economic Analyses of Social Issues; Public Policy Analyses; International Economics; Evaluation of Projects/Programs; Economic and Social Impact Assessment; and Study of Quality of Life Issues.



[The State of the Region Report](#) provides a unique perspective on Ventura County through independently researched and interpreted data that accurately reflects the quality of life in Ventura County.



OUR PROGRESS

Status 2015-2017

	Objectives	Measures	Sample Activities and Initiatives	Progress Evaluation
Teaching	Improve education through cooperation between School and outside stakeholders through: <ul style="list-style-type: none"> - advisory councils, - integration of currently active and former practitioners. Enhance educational offering for students through collaborative/ community events and activities.	Establish new councils. Membership in advisory councils.	Advisory Council; Dean's Executive Council; Center for Economic Research and Forecasting Board.	Strong Progress.
		Design and implementation of tailored continuing education programs.	Hospitality Management Program; Supervisor Skills for Civil Servants program.	
		Start-up weekends, Hackathons, incubation programs.	Conejo Valley Start-Up Weekend; Hacks for Health.	
Scholarship	Engage in applied scholarship to benefit of stakeholders.	Research reports and events.	State of the Region report; Center for Economic Research and Forecasting ongoing forecasts; Center for Economic Research and Forecasting water market initiative.	Strong Progress.
Service	Actively participate in community development.	Membership and representation in non-profit organizations and advocacy groups.	Board membership at Economic Development Collaborative of Ventura County (EDC-VC), Ventura County Economic Development Association (VCEDA), Workforce Development Board (WDB), and others.	Strong progress.

PRINCIPLE 6 DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The School of Management believes in the power of collaboration and dialogue with its stakeholders. Our faculty and staff members organize events at the school, frequently speak at the community events, publish in outlets that are accessible to a wide audience, and comment on current affairs in the media. Our activities are targeted towards various internal and external stakeholders at the local, regional and international levels. Special attention is given to our alumni. Examples of our activities, initiatives, projects and communication channels are presented in this section.

EVENTS

Each year, the School of Management produces about 100 events of its own. They range from student events (e.g., the *Paths to Professionalism* event for senior students in undergraduate programs), engagement

events (e.g., *Dinner with the Dean* for our alumni), to public events which include the *Entrepreneur Speaker Series*, *Hub101 Talks*, or the *Executive Talent Management Series* among many others. In addition, our staff and faculty members often participate as speakers or panelists at third-party events in the community.



Entrepreneurship Start-Up Summit



CREATED BY STEPHANIE CREWLEY WWW.THECRYSTALSOLUTION.COM

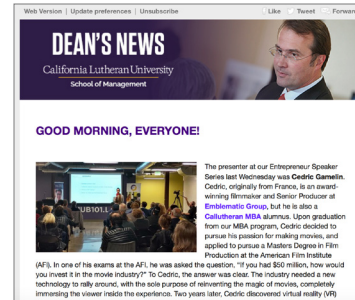
School of Management partnered with entrepreneur community on the U.S. 101 corridor to set a vision and mission for [Hub101](#).

EDITORIALS, OPINION PIECES, SOCIAL MEDIA

The School of Management faculty, as well as the Executives-in-Residence and Advisory Council members, stay engaged in a dialogue with the local community via social media channels, public speaking engagements and publications in magazines and newspapers. In 2015, our school established a formal partnership with the [Pacific Coast Business Times](#), the premier business publication outlet along the Central Coast of California. Under this partnership, our faculty members publish editorials or opinion pieces every other week. These publications often address topics at the intersection of business and society. Members of the faculty also maintain blogs to raise awareness or educate the public on pertinent social and economic issues (e.g., the *Center for Economic Research and Forecasting* blog, or the *Deadly Sins of International Business* blog).

A few examples of editorials and opinion pieces on pressing sustainability issues:

- **Apfelthaler**, Gerhard: "*Diversity makes business better*", published in the Pacific Coast Business Times (PCBT), March 4, 2016.
- **Carson**, Loredana: "*Knowing public policy good business*", published in the PCBT on April 15, 2016.
- **Makarova**, Valeria: "*Embracing sustainability worth time, effort*", published in the PCBT on July 8, 2016.
- **Maxey**, Charles: "*Getting nonprofit governance right critical*", published in the PCBT on April 1, 2016.
- **Pattison**, Andrew: "*Expand public-private partnerships to increase affordable housing*", published in the PCBT on January 22, 2016.
- **Witman**, Paul: "*Wells Fargo cheating an indictment of management*", published in the Los Angeles Daily News on September 20, 2016.



The Dean's weekly newsletter communicates our accomplishments and developments to the school staff, faculty, adjunct instructors, advisory councils, and community at the university.

CENTERS

We have set up three centers– the [Center for Entrepreneurship](#), the [Center for Leadership and Values](#), and the [Center for Economic Research and Forecasting](#) – through which the school deploys its expertise and engages with external stakeholders. The Center for Entrepreneurship operates a combined co-work space and the incubator-accelerator [Hub101](#) that is heavily utilized by public. The center members, starting entrepreneurs, have access to work and office spaces, mentorship opportunities, formal incubation programs, and weekly events around the topics of innovation and entrepreneurship. The Center for Leadership and Values (featured in the Principle 4 section) aggregates and disseminates socio-economic data on the regional, national, and global level. The Center for Economic Research and Forecasting develops its own economic forecasting models and produces quarterly and annual economic forecasts. Its researchers regularly speak at community and corporate events and participate in innovative projects around the topics of land use and water shortage in California.



LIKE SOM



JOIN SOM



FOLLOW SOM



WATCH SOM



FOLLOW SOM

Spotlight

BREAKING THE L.A.W.S.

In 2015, **Matthew Fienup** started a fascinating project to promote discussion on the future of fresh water for cities and farmland. He arranged a number of screenings of the documentary "Eyes on the Sky" by movie producer and director Steve Nicolaides. These screenings resulted in a documentary film competition "Breaking the L.A.W.S." (Los Angeles Water Shortage) in the Los Angeles Unified School District. The high school students were given the opportunity to deepen their understanding of the issue and to learn the essentials of documentary filmmaking. In May 2017, the best student documentaries on water shortage received an award at a public event. During this unique two-year cooperation that involved public, local government and other stakeholders, many objectives were achieved. One of the important outcomes was that high school students were inspired to take interest and action in one of the most important issues of our time.



"The true duty of teaching: creating an environment where students participate in their own education, providing opportunity and challenges that build strong minds and a fearlessness that isn't just about test results and grades. I am so fortunate that my documentary about the water crisis in the Western U.S. was chosen to help inspire young filmmakers in Los Angeles. I always wanted the film to be seen by students, since they will inherit the world in a few years. The film doesn't preach, it challenges. That is the perfect description of Matthew Fienup's style of teaching."

Steve Nicolaides

Film Producer and Director

Matthew Fienup is the Executive Director of the Center for Economic Research and Forecasting at the School of Management. He teaches courses in Econometrics and Environmental Economics in the M.S. in Quantitative Economics program. His specialties are applied econometric analysis, the economics of land use, and environmental markets. Mathew's research examines the unintended consequences of urban containment policies. He is also the Chair of the Fox Canyon Water Market Group and was recently chosen by Fox Canyon Groundwater Management Agency to serve as exchange administrator for an innovative, first of its kind water market pilot program.

OUR PROGRESS

Status 2015-2017

	Objectives	Measures	Sample Activities and Initiatives	Progress Evaluation
Teaching	Augment the quality of teaching through dialogue between business leaders, students, and faculty members.	Number of guest speakers integrated in classes.	The Executive Roundtable Course. Pathways to Professionalism.	Positive progress.
Scholarship	Foster understanding between academia and top executives on issues of global social responsibility and sustainability.	Number of publications and related events; number of participants at events.	Reports/studies on socio-economic development.	Positive progress.
Service	Inform stakeholders/ community about pressing sustainability issues and solutions. Demonstrate expertise and provide insight for the public.	Number of - public speaking engagements, - general media publications.	'Breaking the L.A.W.S.' Opinion pieces and editorials, blogs, School of Management Anthology.	Strong progress.

ACTION PLAN

The 2015-2017 report presented examples of activities and initiatives that demonstrated our commitment to PRME and support of the UN Sustainable Development Goals. Working on this first report helped to evaluate our strengths and identify areas for improvements in the strategic areas of **Teaching, Scholarship, and Service**.

In the period of 2017-2019, we will focus on:

- developing an approach for assessing impacts of our PRME-related programs and initiatives, inside and outside the School of Management
- working more closely with our students and finding new ways for student engagement in PRME, such as student essay competition

The School of Management will continue to strongly support current PRME-related projects and initiatives in the areas of curriculum development, research and service.

Next steps will include establishing collaborations within the PRME community (e.g., PRME Chapter North America), and building new partnerships with our stakeholders for launching and supporting new projects and initiatives.

The School of Management at Cal Lutheran

PRME TEAM

Susan Wood



Valeria Makarova



Jamshid Damooei



Gerhard Apfelthaler



California Lutheran

UNIVERSITY

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