

## Exploring Corporate Social Responsibility with global community

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### Keywords

Corporate Social Responsibility; Social Enterprise; Social Entrepreneurship; Global Community; Fin Tech; Social Justice

### Abstract

*Global corporations have been increasing their efforts to promote themselves as socially responsible in a bid to gain legitimacy. Past evaluations have revealed that the theory of corporate social responsibility only became a specialized area of analysis in the second half of the 20th century. The field of corporate social responsibility has however developed rapidly during the last two decades.*

**Purpose:** A Summit on Corporate Social Responsibility as convened by global partners and collaborators in Brooklyn, New York on June 14<sup>th</sup>-17<sup>th</sup>, 2016 to engage in dialogue on how to develop action oriented strategies to address social business, justice and leadership challenges. Participants were from Chile, Jamaica, Kenya, and several states in the US.

**Design / Methodology Employed:** The architects of the program designed intimate intellectually stimulating workshops with participation from world-renowned leaders on Corporate Social Responsibility; Strategic Planning; Intellectual Property and Technology; Public-Private Partnerships that leverage economic development; Start-Up Africa; Start-Up New York; Personal Social Responsibility; and Initiating Global Change.

**Findings:** There was a focus on inter-generational collaborations for curriculum development; student and academic outcomes were leveraged by industry insights; outcomes by diverse cultural and discipline engagements yield opportunities for social change.

**Practical Implications:** The summit provided Insights on how to use responsive and responsible curriculum and learner experiences to improve learning outcomes. Outcomes included expanding the scope of CSR; and continual improvement based on performance criteria to assure curriculum is responsive and responsible.

**Originality Statement:** The summit engaged global stakeholders to include industry, academics, students, administrators, and government officials in shaping global business solutions to complicated social problems. The manuscript will elaborate on specific innovations and outcomes.

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### Summary

The first Conference, launched as an Initiative for a new focus on Social Enterprise and Women Empowerment. The Second Conference focused on Corporate Social Responsibility and its placed in academic curriculum.

The 1st conference marked the beginning of a new initiative for the MEC School of Business to create new curricula and opportunities for students to explore all aspects of social entrepreneurship. The primary focus of the March 9<sup>th</sup>-10<sup>th</sup>, (2016) conference was to examine the expanding role of women in creating new businesses in markets that address social issues such as health care, communications, and education. Young Business owners from Kenya shared their views on establishing women-owned businesses in markets that traditionally presented social barriers to entry. Sherry Tross, Ombudsman from the Organization of American States, stated that societal change regarding gender equality is the first step in creating opportunities

for women to access capital and establish viable businesses. "Countries, cities, and communities everywhere are grappling with this issue and they are facing the reality that different kinds of policies and programs are necessary," she stated in her keynote address.

The MEC School of Business is planning future forums on social enterprise throughout the year." Therefore, we explore many subjects, including social justice, women empowerment, youth employment, climate change and that was the reason we decided to continue with the Corporate Social responsibility in terms of a continuum of all of the above and future conferences we will organize in order to shape our role as disruptor of social injustice and an innovator for global change. A link to a brief video clip of several presentations is included here. A follow up in July.

*Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. Lord Holme and Richard Watts*

The definition used by any organization of what is 'corporate social responsibility' (CSR) varies from measuring contributions to charities to improving our shared world. This article is a first step in providing measurable criteria for CSR, to identify several CSR initiatives, and then provide a curriculum framework to be used by a school of business starting the one at the Medgar Evers College (MEC) of the City University of New York.

Measuring CSR. A useful way of using CSR performance indicators is suggested by Kaufman (2000, 2011) and Kaufman and Guerra (2013). Based on observations, almost worldwide, when asked 'what kind of world do you want to help create for tomorrow's child, an Ideal Vision was derived. It is ideal and one which any organization can obtain organizational commitment, plan, develop programs and projects, deliver to external clients and our shared society, and measure effectiveness:

*No person will be under the care, control, or custody of another person, agency, or substance. There will be no losses of life, nor elimination or reduction of levels of well-being, survival, self-sufficiency, or quality of life from any source or intervention.*

With this 'shared North Star' organizations may track how close they are getting in delivering CSR. Operationalizing any organization's efforts, going beyond just good intentions, requires planning, design, development, and implementation.

## **Purpose**

The theory of Corporate Social Responsibility and its evolution through to the 21st century. Corporate Social Responsibility (CSR) has been gaining importance in the recent past following controversies that were associated with local and global organizations. Global corporations have also been increasing their efforts to promote themselves as socially responsible in a bid to gain legitimacy. Research and evaluation has revealed that the theory of business ethics and social responsibility only became a specialized area of analysis in the second half of the 20th century. It has also been observed that at the philosophical level, ethics and business social responsibility are the same. The field of business ethics and social responsibility has however developed rapidly in during the last two decades.

While ethics and the philosophy behind moral judgments is an ancient area of inquiry, business ethics only started attracting attention in the second half of the 20th century (Hoffman and Moore 1982). It was not until 1970s when the term corporate Social Responsibility (CSR) was coined in the USA. This was followed by an increase in interest in the area that led to the adoption of business ethics course in Europe in the 1980s. Just like many other philosophical concepts, business ethics has many definitions; the major inclinations in business ethics are however normative and descriptive dimensions (Klein 2000). Corporate social responsibility

although it has been treated as a separate field is related to business ethics which forms its basis. The major question as to whether businesses should be socially responsible is always answered using the same arguments applied in business ethics (Soares 2003). In one of the earliest sentiments on the issues of corporate responsibility and ethics, Adam Smith (1776/ 1952) observed that the conversations between people of the same trade always ends in a conspiracy against the general society. Adam Smith implied that in practice businesses will always try to maximize their good even if that infringes on the good of others or the general society.

The view by Adam Smith is therefore to a large extent normative. This view however does not separate the business as a separate entity from its people which is a common practice in later propositions such as those made by Milton Friedman (Duska 2007). In many jurisdictions businesses are treated as separate entities from its people and given rights and privileges that are given to persons (Brakel 2007). Milton Friedman for example argued that while business executives are in the activities of the business they only ought to focus on profit maximization (Duska 2007). Profit maximization is usually seen as in contrast to social responsibility and business ethics since social responsibility involves cost that may not be directly associated with business profits. The view by Friedman separates the business from its people. The separation then treats the business as a private property of the owners that can be used to any end they desire. There have however been strong arguments by Bitros and Karayiannis (2010) that the business entity although separate from its people has ethical and social obligations in line with its rights and privileges.

Another approach to business ethics has been the combination of the people and the business. Peter Drucker observed that businesses have to follow the same code of ethics as persons given that all business functions are executed by persons (Hoffman and Moore 1982). Under this view even when the business is recognized as a separate entity to its people it has only one goal and that is shareholder wealth maximization.

### **Design / Methodology Employed**

Architects of the program designed intimate intellectually stimulating workshops with participation from world renowned leaders on CSR, Strategic Planning, Intellectual Property and Technology, Public Private Partnerships that leverage economic development, Responsibility, and initiating global change

The importance of a strengthened platform for CSR which responds coherently and effectively to current and future challenges and efficiently bridges gaps in the implementation of the CSR agenda was discussed into totality in our June 14-17th, 2016 summit. It was decided that the institutional framework for CSR should integrate the three dimensions of CSR in balanced manner and enhance implementation by, inter-alia, strengthening coherence, coordination, and collaboration of efforts and reviewing progress in implementing CSR. The framework used was inclusive, transparent and effective and that it found common solutions related to global challenges to CSR. With this backdrop, the Exploring Corporate Social Responsibility with the Global Community Summit which was organized jointly by Medgar Evers College School of Business and ENS Global Chile. Attendees were drawn from locals and overseas practitioners our overseas practitioners were from Chile, Kenya and Jamaica we met, with the following objectives.

The Summit Objectives were as follows:

Effective governance at the local, subnational, national, regional and global levels representing the voices and interests of all is critical for advancing CSR. This Global Summit on CSR:

- Promoted the balanced integration of the three dimensions (people, globalization

and collaborations of CSR;

- Give an action- and result-oriented approach paying due regard to all relevant cross-cutting issues with the aim of contributing to the implementation of CSR;
- Underscored the importance of inter linkages among key issues and challenges and the need for a systematic approach to them at all relevant levels;
- Enhanced coherence, efficiency and transparency, while reinforcing coordination and cooperation;
- Promoted full and effective participation of all participants in decision making processes and showcasing their CSR Agenda.
- Engage high-level participants, provided guidance and identify specific actions to promote effective implementation of CSR,
- Encouraged voluntary sharing of experiences and lessons learned;
- Promoted the policy interface through inclusive, evidence-based and transparent assessments, as well as access to reliable, relevant and timely data in areas related to the three dimensions of CSR, building on existing mechanisms, as appropriate; in this regard, strengthen participation of all countries in international CSR processes and capacity-building especially for developing countries, including in conducting their own monitoring and assessments
- Promoted transparency and broad public participation and partnerships to implement CSR.

### **Findings: Programs, Presentations and Projects**

#### **Startup Africa: Creating Collaborative Partnerships with Funding Agencies to Develop**

##### **Frameworks for the Effective Expansion of Youth Enterprise Education**

The unemployment crisis has continued in Kenya with vast numbers of young people without hopes of any professional opportunities. The unemployment crisis is that is also evident across Africa is the norm for many educated youth.

Youth unemployment continues to remain a serious growing problem in Kenya. According to the World Bank (2012), unemployed youth constitutes 70% of total unemployment in Kenya. The solution to reducing unemployment among the youth population (between 18 years and 35 years) is creation of enterprises as a key source of employment. However, entrepreneurship has faced the following challenges: An educational system that fixes minds of young people to future white collar jobs; Encouraging their children to read 'hard' to compete in the job market; and, lack of young entrepreneurs who can be emulated.

To address these challenges, StartUpAfrica was founded to provide support to youth entrepreneurs in Kenya in particular and Africa in general. The organization looks to engage the large Kenyan and other African Diasporas in the US to get involved in its efforts in educating and empowering the next generation of business leaders. StartUpAfrica's vision is for an Africa resplendent with big, bold business ideas. The organization's mission is to inspire and support youth in the building of business skills and in endeavors that foster financial independence, create jobs, and grow African economies.

Not long after being founded, StartUpAfrica launched the Diamond Challenge Africa (DCA) initiative in partnership with the Horn Program in Entrepreneurship at the University of Delaware to develop and nurture entrepreneurial skills among young people at an early age. The impact of the Diamond Challenge Africa (DCA) in Kenya and Uganda over the past three years has been exponential with the program impacting hundreds of students in many secondary schools to develop significant entrepreneurial skills.

Our partnership with the University of Delaware, United States Agency for International Development (USAID), Kenya Vision 2030, Kenyatta University, Medgar Evers College and various high schools in Kenya and Uganda has created progress that is crucial in the

development of enterprise initiatives to better involve the youth in nation building by helping them view themselves as job creators versus job seekers.

### **Kenyatta University- Chandaria Business Innovation and Incubation Centre (Chandaria-BIIC)**

Chandaria-BIIC was launched in July 2011 with the aim of supporting new and innovative entrepreneurial ideas from Kenyans. The unemployment levels experienced among graduates had created the impetus for an incubation center that encouraged students and Kenyans to become "Job creators and not Job seekers". In line with Kenya's Vision 2030 and Kenyatta University's current Strategic and Vision Plan, Chandaria-BIIC focuses on supporting up to 120 Start-ups per year (70% Kenyatta University students and 30% Non- KU). It aims to blend applied research with innovation and establishment of start-ups as well that will have a double bottom line impact of profitability and social good for Kenya.

Chandaria-BIIC strives to promote a culture of innovation among Kenyan youth through various incubation programs. It also provides a platform that offers solutions to challenges facing various industries. This synergy has resulted in levels of corporate social responsibility (CSR) partnerships with governmental, institutional and private organizations in Kenya and globally.

One of the key partners is, Chandaria Foundation that donated Ksh.25 million (USD 250,000) for construction of the Incubation Centre. The Foundation Chairman, Dr. Manu Chandaria is also one of the distinguished mentors for the Incubation center. Youth Enterprise Development Fund (YEDF) and National Council for Science and Technology (NCST) are also key Government partners that the innovation center leverages on.

Among the private entities, Start Up Africa, Total Kenya and Telkom Orange (Kenya) have participated in programs that enrich Chandaria BIIC's goal to inspire and mentor Kenyatta University students, staff and other Kenyans to be wealth and employment creators. Chandaria BIIC's mission to realize the country's dreams of training job creators rather than job seekers hence creating wealth and reducing poverty is a core driver to its existence. The innovation center enhances innovative entrepreneurship not only as a profitable venture but also to provide social good to the university and Kenya as a whole.

### **M-PESA, Financial Inclusion and Economic Development in Kenya**

A remarkable development in social entrepreneurship in Kenya is the introduction of M-Pesa. M-Pesa is an innovation introduced into Kenya by Safaricom, a telecommunications company. As discussed by the participants from Kenyatta University, the M-Pesa is an innovative social entrepreneurship that is not only a profitable venture for Safaricom, but also has the potential to facilitate economic development in Kenya. However, we need to ask, "... What is M-Pesa and why could it be described as an innovative social entrepreneurship and a potential catalyst for economic development in Kenya?

Kenya is a developing country in what is termed, the Third World. More than 50% of the inhabitants of Kenya live on less than \$2.00 per day. More importantly, most of the people who live on this level of low incomes operate in the informal sector of the economic systems and are not connected formally with the banking system. Therefore, they are what can be termed the "unbanked". Lack of access to banking is itself a handicap in the transaction system, whether one is dealing with personal wages or engaging in business transactions with another participant in the economic system.

In many countries around the world, systems have evolved to provide avenues for financial liquidity for the unbanked. Examples include the Mobile Wallet (Google in the USA),

check cashing systems and prepaid debit cards (in the USA). However, these systems are limited in their use to the participants. For example, the check cashing systems can provide facilities for individuals to cash their pay checks and pay bills, say, utility bills and to send money securely to other persons or businesses. These systems do not provide access to business credit, nor could they be used to pay for point-of-sale transactions. Therefore, they do not provide the same conveniences that M-Pesa provides, as will be described later.

According to the World Bank and the extant literature, "... financial inclusion has been broadly recognized as critical in reducing poverty and achieving inclusive economic growth ... it has substantial benefits for individuals.... When people participate in the financial system, they are better able to start and expand businesses, invest in education, manage risk, and absorb financial shocks..." Furthermore, financial inclusion enables access to savings and payment mechanisms that increases savings, empowers women, and boosts productive investment and consumption. (Asli Demircuc-Kunt)

By introducing M-Pesa, Safaricom went beyond Corporate Social Responsibility, but provides an example of Social Entrepreneurship. M-Pesa was the outgrowth of a system by which owners of cell phones could transfer or otherwise trade airtime. Following a study, Safaricom partnered with Vodafone to extend the service to the payment of microfinance loans for small businesses in Kenya (See CNN). The effect was to reduce transactions cost and minimize risk, thus making it possible to lower interest rates. Therein lays one of the positive effects on economic development. Small business owners are able to retain more of their profits. Moreover, many small businesses are able seek loans to commence a business, based on the simple economic concept of increasing in demand or shifting the demand curve, and increasing supply (shifting the supply curve), without increasing equilibrium prices. For the economic system, unemployment is reduced and other social benefits such as reducing crime are also derived.

Today, M-Pesa has become a general money-transfer scheme. According to the Economist, (May 27<sup>th</sup> 2013), once you have signed up with M-Pesa, you pay money into the system by handing cash to one of Safaricom's 40,000 agents ... who credits the money to your M-PESA account. You can withdraw money by visiting another agent, who checks that you have sufficient funds before debiting your account and handing over the cash. You can also transfer money to others using a menu on your phone. Cash can thus be sent one place to another more quickly, safely and easily than taking bundles of money in person, or asking others to carry it for you... This is particularly useful in a country where many workers in cities send money back home to their families in rural villages. Electronic transfers save people time, freeing them to do other, and more productive things instead..."

Besides money transfer, M-Pesa can be used to pay for taxi fare, buy coffee in a café or even food in a local market, by selecting from a menu on a cell phone. Even more remarkable is that M-Pesa became contagious, have been extended to neighboring countries in East and South Africa. According to Shadbolt (CNN Reports), "... M-Pesa is used by almost everyone that needs to move money in Kenya, allowing users to transfer between US\$1,500--US\$1,600 per day..."

M-Pesa is now making inroads into Europe. With a launch in Bucharest this year, the company is hopeful that the estimated 35% of Romanians without a bank account will use the mobile wallet system." Furthermore, "... M-Pesa has nearly 17 million active customers and as many as 186,000 agents worldwide. Customers make more than €900 million (US\$1.1 billion) worth of person-to-person transactions a month. In 2013, it shifted a massive US\$22 billion in wireless financial transactions (CNN).

Within Kenya, M-Pesa has grown tremendously. According to Forbes (2015), in 2013, about 43% of Kenya's GDP flowed through M-Pesa, with over 237 Million person-to-person transactions. The success of M-Pesa reshaped Kenya's banking and telecom sectors, extended financial inclusion for nearly 20 million Kenyans and facilitated the creation of thousands of small businesses. The most important aspect of M-Pesa's success and the social entrepreneurship of Safaricom that introduced it is that M-Pesa has been especially successful in reaching low-income Kenyans. From 2008 through 2011, the percentage of very low-income people using M-Pesa has grown from 20% to more than 70% (Forbes, 2015).

In the final analysis, it goes to the credit of Safaricom that it identified a business opportunity that addresses a social need and took advantage of its competitive advantage in the telecommunication industry to contribute to economic and social development.

### **Montego Bay Community College, Faculty of Business & General Studies**

As stated by the Council of Community Colleges (CCCJ) Curriculum Guide (2013) the Associate Degree in Business Studies is designed to provide students with the entrepreneurial skills and talents, which will allow them to launch their own businesses. It instills in learners an entrepreneurial attitude and caters to the demand for new small and medium sized enterprises in the economy. Students are expected to apply the principles that are critical to developing, and managing a new business. Based on the Jamaican labor market many students may find it difficult to gain employment in the private or public sector. Hence, this degree program aimed at developing students to become self-employed.

All second year students in the Associate Degree in Business Studies are required to start and operate a small business. Each group consists of 15 -20 students who are responsible for raising the initial capital. Students are organized in groups of 15 - 20. The students are expected to generate their own ideas, conduct a feasibility study and prepare a business plan. The course is designed to integrate the skills and competencies garnered from all other courses. This is done over an eight (8) month period.

Jamaica's Vision 2030 states, "The central challenge is to create the conditions in which our productive enterprises are able to generate greater levels of wealth, and in which the social and environmental conditions and general well-being of the society are enhanced." This highlights the importance of Entrepreneurship, Corporate Social Responsibility (CSR) and Impact Investment in improving the country's gross domestic product (GDP).

The course outlines for both Business Ethics and Introduction to Management include components on CSR. Students are exposed to this concept in year 1 of the program and are expected to meet a social need which they have identified by using some of their profits to alleviate the problem identified. This can take any appropriate form, for example, students have used the profits from their businesses to assist other students in paying tuition fees.

### **Personal Social Responsibility**

"A corporation's **social responsibility report card** is tied to its corporate leadership. **Responsibility** is something you should do because it is morally right or legally required. Synonyms for the word responsibility are: Authority, Control, Power, and **LEADERSHIP**. Since synonyms can be substituted one for another, we can conclude that the study of Corporate Social Responsibility should not be conducted without the study of Corporate Social Leadership." (Terence Biggs II)

### **Public / Private Partnerships**

#### **1. Veteran Business Movement & MEC Minority Veteran Business Institute**

Conference participant, Ms. Marylyn Harris, is a Texas resident and is credited with starting the U.S.'s first and only **Women Veterans Business Center** in 2010, in Houston. Ms. Harris was recognized by President Barack Obama at the White House as a Woman Veteran "*Champion of Change*" in 2013 for her national advocacy work with Women Veteran Owned Businesses. For her work as an advocate, activist and thought leader she was also named the conference honoree. The following is a partial statement of a call to action to the attendees:

"I was uncomfortable with my environment. I intentionally started the Women Veterans Business Center in Houston, a city that is home to over 30,000 Women Veteran residents. Texas is home to the largest concentration of Women Veterans in the United States, Over 180,000 Women Veterans call Texas home, according to the VA Center for Women Veterans, (2016)." In 2007, there were approximately 100,000 Women Veteran Owned Businesses in the US. Today, resulting from the grass roots advocacy efforts of programs like the Women Veterans Business Center and others, the number of Women Veteran Owned Businesses has grown to nearly 400,000, an increase of approximately 298% (National Women's Business Council, 2016)

In 2016 Medgar Evers College School of Business entered a Public private partnership to develop Minority Veteran Owned Business training institute (MESOB). MEC selected the Cotton Group as its anchor partner for this institute, due in large part to the founder's rich history of assisting the Federal Government in exceeding its contracting goal with the Service Disabled Veteran Owned Small Business community. This \$13 Billion Dollar outcome was primarily achieved by leveraging a small business-to-small business joint venturing strategy, which is a contract capture solution that Mr. Cotton is widely credited for pioneering at the Federal level. Later partnerships included the U.S. Small Business Administration (SBA).

## **2. Partners for International Innovation creation**

Medgar Evers College is one of 7 CUNY colleges selected by the New York Economic Development Council (NYEDC) to participate in a new program IN2NYC whose goal is to attract innovative start-ups to college campuses in New York. Our partners for the program are The Social Business School (Chile); StartUp Africa (Kenya) and Global Social Enterprise Institute (US).

## **3. Partners for Student Entrepreneurship development and training**

Since 2015, Medgar has partnered with a Fullbridge LLC (a private firm) to deliver co-curricular entrepreneurship training for students in all disciplines and all classifications. First year students have the opportunity to engage and interact with advanced students to develop skills, strategies that support the development of start-up businesses. In August of 2015 MEC launched the Entrepreneurship & Experiential Learning (EEL) Lab. The lab included the Fullbridge training in addition to workshops, mentoring, and seminars. More information on the partnership can be found in the recently published article, "A Case Study of Institutional growth in Entrepreneurship at Medgar Evers College," in the Journal of American Entrepreneurship, June 2016. (Billy, Egbe, Rolle, Knox, and Ford, 2016).

## **4. Partners for an Eco-system of Economic Development and start-up sustainability**

The EEL Lab draws upon business techniques to address social problems in Central Brooklyn and developing countries. Startups at EEL receive access to the school's Entrepreneur-in-Residence, industry experts, interns, and community and corporate partners. Medgar Evers College is also home to the START-UP NY initiative based out of the Brooklyn Navy Yard.

## **5. Partners to increase access to education**

MEC partnered with Long Island University (LIU) Brooklyn to provide improved accessibility to graduate education for its alumni, with an articulation to an executive MBA for alumni of the School of Business led by Dean Ed Rogoff and Chair Herbert Sherman. MEC



partnered with Queensborough Community College to leverage faculty accessibility for entrepreneurship development and training through the leadership of Professor Christine Mooney. Both Dean Rogoff and Professor Mooney spoke at the conference on the importance of corporate and institutional collaborations and partnerships.

### **Fin Tech innovations**

W. Michael Short, founder of Short Enterprises and the Global Social Enterprise Institute, spoke on the importance of building dynamic and cross-sector public-private-nonprofit-foundation partnerships in advancing economic development, inclusive entrepreneurship, and innovation. In order to demonstrate this, Mr. Short highlighted the national financial technology (FinTech) initiative that he is spearheading in collaboration with the Clinton Foundation, Ashoka, the White House, various universities, a national network of small business technical assistance providers and financial institutions, among others.

The initiative, a Clinton Global Initiative (CGI) sponsored “Commitment to Action” developed in the Ashoka U Commons, is focused on addressing a major barrier to growth cited by small and medium sized enterprises (SMEs): access to low-cost financing. This will be accomplished with the launch of the nation's first FinTech platform focused on community businesses, organizations, and entrepreneurs with a social-impact, mission-driven, or workforce development focus.

### **Global leader in CSR, Wyndham Worldwide**

Corporate Social Responsibility has evolved from a theoretical concept and become a critical element of corporate management practices around the world. For example, the Dow Jones Sustainability Indices - <http://www.djindexes.com/sustainability/> - maintained by S&P Dow Jones Indices and RobecoSAM - is now a universally recognized tool for assessing the value and market performance of major corporations. The criteria for companies to be selected in these indices can be described as follows:

“Companies are selected for the indices based on a comprehensive assessment of long-term economic, environmental and social criteria that account for general as well as industry-specific sustainability trends.”

Wyndham Worldwide Corporation - [www.wyndhamworldwide.com](http://www.wyndhamworldwide.com) - provided an important illustration of how corporate commitment to corporate social responsibility can produce significant enhancement of market value and overall perception of the company. They have a dedicated leader, Faith Taylor, Senior Vice President of Corporate Social Responsibility who oversees the program. By providing tangible and cognizable results in key areas that demonstrate corporate social responsibility Wyndham has been able to establish and maintain itself as one of the largest and most profitable hospitality companies in the world.

Consider some of the evidence:

- Effective tracking enabled us to achieve our goal to reduce carbon emissions by 20% six years ahead of schedule - and establish a new goal to reduce carbon and water usage by 25% by 2025.
- Continuing our commitment to diversity in our supply chain, we achieved a 16.2% diversity spend rate and were recognized by Diversity Inc. as one of the top 10 programs in the country;
- Proving a healthy bottom line begins with a healthy workforce, more than 35% of our associates earned wellness credits by completing health assessments which in turn lowered their medical costs.

- Establishing a global network of Compliance Champions – leaders who provide guidance for associates on business conduct and compliance.
- Award-winning CSR programs and initiatives have resulted in being named the 2016 Industry Leader and Gold Class Distinction for Excellent Sustainability Performance by RobecoSAM; scoring a 98% on the CDP – Climate Change; and being named among the 2016 World’s Most Ethical Companies by Ethisphere Magazine, 2016 FORTUNE World’s Most Admired Companies, and Diversity Inc’s Top 50 Companies for Diversity.
- Wyndham is consistently ranked as one of the five most profitable hospitality companies in the world - <http://www.hospitalitynet.org/news/4060119.html>

What the example of Wyndham Worldwide makes clear is that a clear and publicly articulated commitment to Corporate Social Responsibility in the following areas results in both positive public perception and increased profitability and valuation. By focusing on such key areas as diversity (in hiring and contracting), community participation, environmental conservation, human rights engagement and charitable support Wyndham has clearly demonstrated the direct and irrefutable connection between Corporate Social Responsibility and enhanced profitability and market valuation.

### **Practical Implications: CSR for the people by the people**

Pragmatically, large global corporations have not, do not, and will not voluntarily reduce profits for the future benefit of the global human society. Recognizing this truism, in her address to summit attendees Dr. Julianne Malveaux emphasized the realistic goal is not to hope corporations donate the favor of positive humanism. Dr. Malveaux, who recently authored *Are we Better Off?* (2016), stressed that citizens must push the legislative process to require corporations to compete on constrained profit maximization with social responsibility as additional constraint. The pursuit of corporate social responsibility cannot be separated from government social responsibility. Lack of corporate social responsibility can be the symptom of a lack of government social responsibility. When the government responds to corporate lobbyists more than to its citizens then corporate and government social irresponsibility become linked.

The principle-agent conflict is traditionally mitigated by aligning the incentives of the agent manager with that of the principle owner. The practical implication for corporate responsibility is that shareholders—society’s citizens—are currently rewarding companies for increasing profits without social responsibility constraints. Summit attendee Kathy Hipple wrote a recent article discussing issues of investment and personal values, especially for the Millennial generation investors that takes social justice seriously (Hipple and Goldschein, 2016). When equity shareholders live on the other side of the globe or city from those hurt by corporate profits generated in an socially irresponsible manner, then there is little incentive for shareholders to push the firms they own to be socially responsible to the detriment of higher dividends and share prices. In the end, it is not the lifeless corporations, but the actual human shareholders who must demand greater corporate social responsibility, and punish the stock price for socially destructive practices.

For socially responsible investing and stock ownership to be incentivized, a world is needed where the equity shareholders that actually own the corporations do not wear separate hats as socially irresponsible investors but socially responsible activists and educators. Corporations are not people, but investors are. Corporate social responsibility comes from a market of socially responsible investors. For curriculum in higher education to keep abreast of cutting edge developments on corporate social responsibility, the summit at Medgar Evers College concluded that faculty need to: (1) step down from the elevated and often distant

position as professor and be accessible in an unthreatening manner; leading to (2) a focus on cross generational collaboration with students, so that learning becomes a collaboration between students and faculty where millennial generation values, views, and ideas can make a positive impact on faculty; resulting in (3) increased corporate responsibility research, both theoretical and empirical is needed, so that new ideas that have withstood the peer-review process can penetrate the class room.

### Originality Statement and Recommendations

#### Closing session remarks by Roberto Acevedo, PhD Director de investigación y Desarrollo Vicerrectoría de Desarrollo. Universidad Mayor

I have been honored to be welcomed at Medgar Evers College, The City University of New York to become an active participant of an outstanding Conference entitled: Exploring Corporate Social responsibility with the Global Community. These four days together have enabled us to exchange some ideas about relevant issues for the global community and also to meet wonderful people from different countries.

As participants of the conference, we recommend that Corporate Social Responsibility be an addition to academic curriculum globally. Productivity, global sustainability, and social responsibility are linked by our ability to create, generate, and maintain worldwide "happiness" from the poorest continents to the wealthiest; the ability to be responsible for and with each other. The ability to care. The ability to make a difference starting with the person to the corporate to global worldwide organizations. During two international conferences, in 2016, we have collaborated to identify, engage, change, and shape the future destinies of the world we live in. Join us.

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