

An Audit on Embry-Riddle Aeronautical University's Social Responsibility

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Abstract

The social impact of business practices has been a subject of discussion by experts in different areas from sociologists, economists, engineers, philosophers to politicians. Nowadays, the commitment with their community and environment of public and private companies and institutions are being analyzed by its stakeholders, so the Social Responsibility Strategy of the organizations has emerged as a significant factor for business success. How are organizations approaching their strategies to reach those social and environmental expectations? In this case, the study is focused on the strategy adopted by Embry-Riddle Aeronautical University, a leading aeronautical university in United States. The study will be carried out by an exchange student at Embry Riddle's Daytona Campus. Firstly, a theoretical analysis of several Social Responsibility aspects will be implemented, and later on an evaluation by its main stakeholders through interviews will be conducted in order to conclude whether or not the organization is reaching the expectations. Finally, some proposals of improvement will be listed in order to take advantages and create both stakeholders and organization benefit.

Keywords: Corporate Social Responsibility, Business, Ethics, Stakeholders, Environment, Sustainability.

Introduction

Water scarcity, pollution, discrimination, cross cultural misunderstanding, wars, poverty, inequalities, migration, refugees, limits of technology, world leading powers, race and class dominance, diversity, sustainability, human rights. Those are some of the challenges that humanity has and will have to deal with in the upcoming future; some of them are old but still remaining, while some others appeared with the known today as globalization.

The Huntington's clash of civilization is today a clash of ignorance, clash of interests, powers and even a clash of rights and laws. None said it was easy to handle Globalization's challenges, but we can all agree in something: it is all about commitment and respect to some common principles. Governments set GDP goals, exportations and importations balances, monetary regulations, etc... when humans create ideas of how would like their future to look like. Those desires sometimes make it difficult to stop on the way, have a look around, and identify any other ways to achieve those goals or dreams while making the rest of society and the environment grow with you.

The same reasoning can be applied to corporations. Businesses have to be economically efficient. Otherwise their futures are not insured, so it can be said that profits are a goal in every corporation. Nevertheless, maximizing profits is not the same as to be economically efficient. Corporations seeking to maximize profits are normally doing it in favor of their shareholders, sometimes setting aside the interests of the rest of their stakeholders. Corporations, because they form part of society with governments, people, and other players, must stop on their way to reach their profits goal and consider alternatives so they can fulfill needs and interests of other stakeholders and maximize global benefits, instead of business profits.

Corporate Social Responsibility. An Overall Concept

Business Ethics and their social engagement emerged as a practice in the early 50's, when companies looked to improve their reputation and image, by doing some acts of charity and corporate philanthropy. The concept of Social Responsiveness developed in the 60's after some social protest due to repeated misbehavior and forced by government regulations. In the 80's, Business Ethics became an established and recognized area in corporations setting missions, visions and values but it was not until the 90's that academics, managers and government referred to Corporate Social Responsibility as an integrated performance of corporation in the globalized world. (Lawrence & Weber, 2013)

Nowadays, Corporate Social Responsibility (CSR) is an overall concept involving ethics applied to corporation, similar to the way ethics applied to individuals, and its role on sustainable environmental practices. Corporations, as humans, have their own set of cultural attributes, beliefs and values. Due to the interconnection brought by globalization, they have to deal with worldwide challenges such as multiculturalism, diversity, new social trends and their cross-cultural and business communication as well as developing business models responsible with the other players in the global society. Moreover, their impact on biodiversity, their pollution, and the usage of natural resources are some of the factors that make the approach of sustainability of CSR.

The definition of Corporate Social Responsibility is not straight, and literature offers a broad definition of the concept. The European Commission (2016) defines CSR as "the responsibility of enterprises for their impacts on society". Even though this definition is also broad, what I will refer as CSR still fits in it.

Corporate Social Responsibility is the response of a firm to the pressures from several stakeholders, not only in the profit and result way, but creating an economic and

environmental value in the short and long term, increasing the welfare of the present and future generations. The profit goal of a firm is here substituted by the concept of "economic efficiency".

CSR treats some principles different from just economical ones, following particular processes to respond to the expectations of the stakeholders in a positive way for the whole of the society, having sustainable procedures and following ethical principles.

University Social Responsibility (USR)

In this study, I will be focusing more concretely on universities' CSR approach. Higher education has an incredibly public power on creation of public opinion and social behavior. The college years are crucial for most of the people that receive a higher education, not only in the professional but also in the personal field. Educational State plans have also a huge impact on people's lives and the strategies chosen by each university and faculty can determine students' worldview, and even their values and actions in the future.

Towards different teaching methods, conferences, cultural events, sport activities, faculty and student's organizations, health care and social and financial aids, universities play an important role on the development of a society. Their impact on the creation of knowledge and formation of society goes sometimes unnoticed by trustees, directors, deans and even governments.

About 20% of worldwide population is nowadays enrolled in higher education, and this number is growing rapidly over the time. Moreover, the student body is increasing its diversity as well, incorporating an array of highly variable people.

Therefore, diverse and valuable qualities are getting together, accommodating interests and capacities across gender, class, ethnicity and nationalities(Frank & Meyer, 2007).

Public or private, universities are normally non-profit organizations, so their primary goal is not maximizing profit, but provide academic service. Both receive public funds and in the United States Higher Education, some community leaders are included on the Board of Trustees. According to the study carried out by the professors Valarezo and Túñez, a majority percentage of the experts consulted, 86%, determined that the socially responsible management in universities has characteristics closely specific that make it different from the classic CSR. This specific management is referred as University Social Responsibility (USR) and it is said to have different approaches than CSR as universities play specific role in societies and therefore have different commitments than “normal” corporations(Valarezo González & Túñez López, 2014).

The term USR is defined by François Vallaëys, from the International University, as “a policy of ethical quality of the performance of the university community (students, faculty and staff) through responsible management of educational, cognitive, labor and environmental impacts that the University generates, in a participatory dialogue with society to promote Sustainable Human development” (Vallaëys , 2016). Therefore, the USR strategy should be understood as the responsibility of the whole “university community” from the student body to the faculty members and managers. It should be approached as a core value of the institution so its internal stakeholders would feel a commitment with those values creating an university’s “philosophy”.

The international research project *The Role of Universities in the Transformation of Societies*(2004) was conducted by 25 researchers from 15 countries in Central and Eastern Europe, sub-Saharan Africa. The project’s aim was to increase understanding of

the various ways in which universities and other higher education institutions generate, contribute to or inhibit social, economic and political change, states some valuable points that can be applied on my study. According to Brennan, King, & Lebeau (2004), the transformative potential of universities could be considered along the following dimensions:

- “The economy: the formation of human capital;
- The polity: the creation and sustenance of state and civil institutions; the selection and socialization of political and social elites;
- The social structure: the basis of social stratification, the extent and mechanisms of mobility for different groups;
- The culture: the production and dissemination of ideas, exerting influence upon and providing critique of the above.”(Brennan, King, & Lebeau, 2004, pág. 26)

In the project, it is concluded that not only the economic role of universities has determined their impact on the generation of knowledge in society, but also the social role undertaken by the institutions and members has had tremendous effect on the formation of values, customs and worldview's on society over time.

Following the USR definition of Vallaeys, there are four main areas of management: management of the university itself (human resources, environmental protection, etc.); management of academic training; managing the creation and dissemination of knowledge; and management of social participation (Vallaeys , 2016).

Once the importance of social responsibility on the global business' context and the high impact of universities on the transformation of society towards “knowledge-driven” growth have been stated and discussed, the purpose of the study can be better

understood. It is very important for universities to develop a Social Responsibility plan, as they are transforming institutions and a key player in today's society, so they have to be aware of the social, economic and environmental challenges that are ascribed to every citizen. They should develop CSR strategies and be committed to several principles, leading and building a proactive stakeholder relationship in order to become a reference for the business environment but also for the creation of global citizens. The impact on environment, the establishment of equality and justice, the integration of minorities, and the promotion of opportunities of personal and professional development should be on the list of the core values of universities nowadays. Therefore, in the following pages an analysis of how this impact is approached by several top-leading universities. Their USR's plans will be analyzed in order to set common basic points to understand and therefore conduct an audit on Embry-Riddle Aeronautical University's Corporate Strategy.

Examples of USR strategies

Once the importance of implementing a CSR strategy has been stated, the question now is how should universities develop the different strategies and approach their Social Responsibility in the best way? In order to have an overall idea of what can be done, I will present several ideas and projects undertaken by different universities all around the world to come up with some basic common strategies that could be stated as the "minimum" that a university committed to its social responsibility should implement.

The first element encountered when doing the research is the communication strategy, or lack of one, that the consulted universities offered on their website. It is clear that not every university is conducting USR strategies or projects, but it has been proved that there are some that have not worked on the visibility or promotion of the

related activities that are being carried out. There are some universities that have adopted a strong responsibility and communication strategy and created a whole department of Social Responsibility which is in charge of implementing their strategy, as well as monitoring and controlling other departments of the institution. This is the case in some Spanish Universities such as Universitat Politècnica de València, Universidad Europea and Universidad de Barcelona or the Peking University Law School. There are other cases where the social responsibility values are mentioned on the website as part of the core values of the organization, as seen on University of London's website. There is a third way of sharing their USR initiatives, chosen by lot of the consulted universities (University of Cambridge, Manipal University, HEC Paris). Those universities have decided to dedicate a specific part on their "about" site to introduce some of their values: environmental commitment, public engagement or specific community projects.

Therefore, regarding as their communicative strategies, there are different levels seen on the consulted universities. There is a proactive, regular and lacking USR profile observed on the research done, as explained before.

In terms of the implemented strategies, some common general initiatives conducted by several universities are analyzed in this report. Most of the American universities are implementing Ethical Training to their employees and have developed a Code of Conduct. It is a global phenomenon the Volunteer or Community Programs that most universities offered with a wide range of stakeholder taking part in. Public and private universities offer Financial Aid programs as well, having different levels of help offered and different requirements needed to take part in the program. There are several European universities that have joined European and International Standards, as the United Nation Global Compact, as well as have promoted environmental standards in

their cities and have implemented several research projects on their impact on environment.

Moreover, there are particular strategies conducted by some of the institutions analyzed. The Polytechnic University of Valencia has developed a Fair Commerce Statement and promoted local products in different events but also in their on-campus cafeterias and departments. Some American universities have developed specific programs focused on the discussion, normalization and inclusion of minorities in the student and local life. It is a common practice in the South American universities to conduct projects of social development, empowerment of rural communities, gender equality and elimination of poverty. Several organizations are promoting the social participation of students, faculty and staff with different programs and initiatives.

In the following table, some of the most significant USR initiatives undertaken by several universities are summarized:

UNIVERSITY	INITIATIVE	DESCRIPTION OF THE ACTION
HEC Paris (France)	Social Business/Enterprise and Poverty Chair	Promote social business by an action that is threefold: training a new generation of managers, developing quality research on strategic innovation in societal fields and contributing to an inclusive economy (HEC Paris, 2016)
Manipal University (India)	Green Manipal	Key focus areas: Solid waste management, waste water management, rain water harvesting, energy conservation and use of renewable energy.
	Social Impact	Community Radio, Manipal Arogya Suraksha (self-sustaining rural health insurance scheme), Namma Angadi (exhibition and sale of traditional products made by young local artisans),
	Social Welfare Committee	Philanthropic wing of the Student Council of Kasturba Medical College (KMC)
	VSO, Volunteer Services Organization	Develop the spirit of selfless service by responding to the community's needs, addressing the issues of society, and developing the leadership and learning skills

		of the volunteers
	ASARE	It aims to help the mentally challenged regardless of the degree or type of the disability, caste, creed, race or religion, community, economic, or social background
	RMCW	Rural Maternity and Child Welfare Homes
	AMCHI PROJECT	Collaborative effort between Manipal University, EDSA and Wisdomtooth. Runs several projects around the world where they train the local residents and primary health care workers in dental care. (Manipal University, 2016)
Cambridge University (UK)	Public Engagement	Activity and benefits of higher education and research can be shared with the public for mutual benefit
	Global Research	Leading research, working across disciplines with international partners to find solutions to global challenges. (University of Cambridge, 2016)
European University (Laureate Intl Universities)	Programs of Social Awareness, national and international Volunteering	Accompanying students and professors in the concerns arising from these activities and support them to include them as social content in the different subjects of various degrees through the Curricular Sustainability Program.
	Environmental Action	Healthy campus: information campaigns on nutrition, food, drug and alcohol, menus prepared from organic fruit salads and free smoke areas. SIGMA Project: transmit a philosophy of work from awareness and commitment to the environment.
European University (Laureate Intl Universities)	Cooperation and Development	Social Responsibility office: responsible for coordinating, along with the faculties, schools and other departments of the university, the various initiatives of USR. Volunteering program: accompanying disabled people, old people and social participation. International Volunteering Program: with NGO's. Values training program for professors. (Universidad Europea, 2016)
University of London (UK)	People and Community	Ensuring that all staff are fully supported in their work, supporting staff to engage in activities that benefit the wider community and society. Major landlord, tenant and employer in the local community. Students are encouraged to participate in the community and learn to be self-disciplined

		in behavior.
	Finance and Economic Activity	Inform policy, practice and guidance to members of the university to ensure fair and ethical financial practice.
	Environmental Sustainability	Ensure that sustainable development is understood by staff and students, implement a Carbon Management Plan, total waste management strategy to reduce waste and increase recycling, Sustainable Building Specification, encourage staff to travel using sustainable forms of transport. (University of London, 2016)
Harvard University (USA)	Business and Environment Initiative	Help leaders think clearly about the design of economic and political institutions that enable firms and societies to thrive while maintaining the physical and biological systems on which they ultimately depend.
	Initiative for Responsible Investment	Supports the social purpose of finance through research and multi-stakeholder dialogue, with the goal of catalyzing leadership and action that creates long-term, values-driven wealth. (Harvard Kennedy School, 2016)
	Harvard Sustainability Plan	Sets clear University-wide goals and priorities in the areas of emissions and energy, campus operations, nature and ecosystems, health and well-being, and culture and learning. It also encourages students, faculty, and staff to continue piloting sustainability solutions throughout the University by using Harvard's cutting-edge research and teaching to tackle real-world challenges on campus. (Harvard University, 2016)
Polytechnic University of Valencia (Spain)	CSR and Corporate Volunteering	Promote development cooperation, promote the use of Valencian (official dialogue) in education and administration, promote equality policies in all areas, increase the environmental awareness of the university community. Joining the UN Global Compact, the world's largest Corporate Sustainability Initiative, doing business with 10 principles of HR, labor, environment and anti-corruption. Fair Trade Program Accession. Corporate Volunteering, following University Development Cooperation guidelines
	Awareness-raising and	Collaboration with national and local

	social diffusion	institutions and NGO's to promote different social programs
	Gender Equality Unity	Development of the principle of equality between women and men through the promotion, implementation, coordination and evaluation of all policies within the framework of the University
	Centre for Development Cooperation	Promote solidarity attitudes, and to approach the UPV to all actors in the international system of development cooperation (DNGO, public administrations and international organizations)
Yale University (US)	Office of Sustainability	<p>Balance & Systems Thinking: Recognize the interdependent relationship between society, economy and the natural environment</p> <p>Adaptation & Resiliency: manage campus growth and development in a financially viable manner that reduces negative impacts on ecosystem vitality and human health</p> <p>Stewardship & Community: enhance not only the quality of life of campus, but also link the university to the city and region beyond.</p> <p>Inclusion & Accountability: Advance multi-stakeholder processes for collaborative planning</p> <p>Capacity Building & Innovation: Foster a culture of sustainability that provides opportunities to continually challenge and expand thinking</p>
	Planning + Progress	<p>The current 2013-2016 Sustainability Strategic Plan includes five major focus areas to address sustainability issues even more systematically with a broader reach across campus.</p> <p>Progress Reports are released annually to measure progress toward our goals.</p> <p>Annual Greenhouse Gas Emissions reports provide more in-depth baseline data and progress toward our emissions reductions.</p>
	Research + Education	For campus sustainability to remain relevant, it must pursue cutting-edge issues in a comprehensive way.
Yale University (US)	Tools + Resources	The campaign materials – a selection of topic-specific posters, stickers, videos and other materials – are tools to enable members of the Yale community to help us spread the word about sustainability on campus.
	Sustainability Challenge	Pick up to three disposable items you use

		frequently and swap them for reusable materials, or do without them.
	Sustainable Food Program	Gathering people around shared food, shared work, and shared learning. Support both curricular and extra-curricular learning, and serve as a hub to connect Yale's students to opportunities for study and practice in food, health, and the environment. (Yale University, 2016)
University of Florida (US)	Office of Sustainability	Works to build and strengthen the networks that are needed to create a sustainable UF
	Sustainability Fellow/Special Project	Integrating sport sustainability initiatives with the University Athletic Association and RecSports Department operations
	Sustainability Hut	A movable sustainability education tool that provides an opportunity for the campus community to gain knowledge, ask questions and give feedback on different topics of sustainability through weekly, interactive activities.
	Greeks Going Green	The fraternities and sororities support sustainability through this campaign.
	TailGator Green Team	Is a volunteer-based recycling program coordinated by the UF Office of Sustainability, in partnership with Pepsi and Physical Plant Solid Waste Management, that aims to educate and encourage tailgating football fans to recycle and do so properly. (University of Florida, 2016)

Hence, a wide range of initiatives are being implemented by public and private universities all around the globe, and different standards and global programs have been created to ensure that those institutions are being socially responsible. Therefore, by means of the research done, and following some Audit Standards that will be presented during this report, a case applied methodology will be carried out in order to audit the Embry- Riddle's Social Responsibility strategy.

Methodology: Auditing Embry-Riddle

The current study will develop two tools in order to audit Embry-Riddle University and state a conclusion about its current Social Responsibility situation. As the aim is not only to analyze and rate the USR strategy, but also to propose some initiatives that could be implemented by ERAU, the audit will be divided in two parts. The first part, aimed to give some feedback to the stakeholders and start developing possible initiatives to be undertaken, I will interview different stakeholders of Embry-Riddle, such as managers, students, staff... The second part will be an evaluation, following a self-created document to rate the level of Embry-Riddle's Social Responsibility commitment. I will create the document based on previous research and documentation done by Dr. Denis Collins and used in several courses at the College of Business of Embry Riddle and additional research and my own knowledge. I will build valuable-info interviews and conduct the audit in the most objective manner trying to implement concepts already learned about general audit but while incorporating new concepts and tools applied to the specific nature of this audit on Social Responsibility.

The nature of this audit is external, as Embry-Riddle is not doing it by using its own resources, but it is an exchange student implementing it, without receiving any financial compensation. The current document follows the directions and principles to be considered as a Social Audit, as it is a systematic evaluation of an organization's social, ethical and environmental performance (Lawrence & Weber, 2014).

The first part of the audit corresponds to the interviews with different stakeholders of Embry-Riddle. Several students, professors, staff and some managers will be interviewed having different kinds of questions depending on their interests, impact and responsibility. The structure of each interview can be seen in the Annex 2. Due to the aim of the audit mentioned before, some materials, feedback and recommendations will

be provided also during the interviews, in order to achieve the double goal of evaluation and information.

The observational and evaluation document (see Appendix A) is therefore structured in 6 main blocks, corresponding with different aspects that socially responsible organizations could implement, particularly, as explained before, a non-profit university. Those are, its Ethics System, Diversity, Public Engagement, Sustainability, Committed Governance and its Reporting System. In each block, several characteristics will be analyzed towards observation and complementing it with the feedback given during the interviews. Hence, each initiative or action in each block will be rated following the same outline YES/NO corresponding to whether or not it has been implemented by Embry-Riddle. Moreover, the impact and implementation of each initiative will be rated out of 10, and an additional comment could be added to clarify some relevant aspects during the audit.

Results of the Audit

The results of the audit will be presented in the following pages by keeping the structure of the referred SR Audit Document (see Appendix A) with the aim of sharing the most relevant findings observed and presented in different blocks or areas of Social Responsibility. It is important to notice that the information has been collected by general observation, personal experience but mainly by research on ERAU's website and interviews with experts in those areas.

Ethics

There is a Values Statement and it is accessible online. In the mission there is not mention to ethics, diversity or sustainability, just a little reference about nonprofit nature and the reference to Embry-Riddle as a "diverse" institution.

In their values description, the institution expect from faculty, employees and students to demonstrate integrity, honesty, trust, diversity between other values. (Mission, Vision and Values, 2011). It does exist a Professional Pilot Code of Ethics regulated by the Flight Evaluation Board (FEB) at the Flight Department (Embry-Riddle Aeronautical, 2014).

As for the hiring process, there exists an internal process system on the website and also the Human Resources (HR) department posts the offers on specific journals and magazines. Nevertheless, there is not a formal training for the employees which is specific on Ethics as it has been seen in other organizations.

It does exist the figure of an internal auditor, who is in charge of ensuring that things are being done following Embry-Riddle policies and giving reports to the Board of Trustees. The auditor investigates any issue suspect of not accomplishing certain ethical standards. She is accessible and anyone can call her if there is any problem with any employee, faculty member or staff related to incorrect behavior or action. The auditor reports all those issues but the documents are not accessible to general public, only to administration and government inspections.

Diversity

It is part of the strategic plan of Embry-Riddle to strive for diversity among administrators, faculty, staff and the student body and actively seek for the promotion of a welcoming environment and the removal of boundaries and impediments to new ways of thinking. In the Mission, Vision, Values and Strategic Plan Report (2011) it is said that "This will be a community where all members are welcome."(p. 8). It is clearly stated that diversity "is vital" to Embry-Riddle's education.

In the Student Handbook, there is a Diversity Value Statement from the Office of Diversity and Inclusion and it is stated its commitment to attracting and retaining a diverse group of students, staff and guests as well as the promotion of civility and respect.

There exists an Office of Diversity and Inclusion, so-called The HUB, that creates programs and services to maximize students' performance by doing workshops and activities promoting diversity as the Leadership Enhancement Program (Daytona Beach Student Handbook, p. 154). Regarding to the employees training on Diversity, there exists a similar initiative according to the Director of Human resources.

As for student body cultural diversity, numbers are more promising. The percentage of international students (nonresident alien) on Daytona Beach campus is the 18%, having 104 countries of origin represented between undergraduate and graduate. The top 3 foreign countries in both campuses are India (16%), Saudi Arabia (12%) and Republic of Korea (10%). In terms of ethnicity, the percentage of white students have decrease by 13 points since 2006, being the 51% in 2015, while African Americans represent a 6%, Latinos are a 4% and Asians another 4%. (Institutional Research Embry-Riddle, 2016)

The numbers get particularly worrying while looking to the gender diversity of the students with only a 20% of the pupils being female (Embry-Riddle Aeronautical University, 2016). Due to the technical, engineering and pilot nature of Embry-Riddle, male students are expected to show more interest by this university, and the reason after those social preferences and roles have been discussed by sociologist and experts for years and they are out of the scope of this paper. The institution is aware of the lack of interest shown by the female community so it is implementing different initiatives to increase this interest in the early years of high school as well as within the student body.

There are specific financial aid programs for women such as the Women's Ambassador Program focused on strengthen the bond between prospective female students, current students and alumni to create a healthier and more diverse future. Nevertheless, in the connection webpage, in the main picture of the organization it appears 2 men and a woman, which can be altering the goal of the association. There are summer camps open for both genders aimed to provide young people insights to career options in the aviation and aerospace fields, and there is a Women Aviation Day that hosts local middle school girls for career exploration. Through Athletics, Embry-Riddle also tries to attract female student and there are 10 women teams, compare to the 9 male team.

The numbers are more diverse regarding the employees in terms of gender, with the 40% of them being women. Looking at ethnicity, there is a clear numeric dominance of white workers, who are the 79.4% out of the total, followed by the 4.7% of Latinos. In terms of age, the predominant age range, with the 25% of workers in within this years, is the 50 to 59 years old range followed by 40-49 and 30-39 groups. This means the staff body is mostly formed by old baby-boomers and generation X and Y.

However, following the social pattern of American society, the top levels of management at Embry-Riddle correspond to a clear white man dominance, becoming more diverse while going doing from the top to the middle levels of direction.

Public engagement

It does exist a specific spot in the webpage for Community Relations where it is explained what is being done by the Community Relations Department. This particular body works on engaging students, faculty and staff with volunteer experiences in non-profit organizations (schools, youth, wellness organizations...). There exists also an organization called "Volunteer Network" that provides volunteer opportunities,

connects individual students with organizations, and enhance partnership with the community. It is said that about 4000 volunteer hours on a year are made by students through this program with several local organizations. Faculty and staff are also contributing with 600 volunteer hours. However, these numbers are accounting both Prescott and Daytona Beach Campus. (Community Relations, 2016).

Promoted by the Community Relations Department, there is a collaboration with the organization called Food Brings Hope, based in Daytona. Therefore, in the webpage it is not explained how Embry-Riddle is helping, it is only said what the organization does and its (unquestionable) importance, so it is probably a sponsorship help.

Sustainability

One of the most warning findings of the audit is the lack of recycling system in Embry-Riddle. It is true that there are a few initiatives undertaken by different groups but there is not an official commitment or program promoted by the university. It is impossible to recycle on campus any of the food served on the Student Center (food court) or the plastic packages that are being used to serve the food. It does not exist any initiative to keep the food surplus as Sodexo is doing in nearby universities like Jacksonville. In fact, the decision of recycling does not depend on the food supplier in this issue but on ERAU's management. The considered amount of garbage produced by Embry-Riddle daily is quite high and it could be reduced in a moderate amount quite easily just changing some things that will be later described in this paper. There are a few recycling bins of paper in some labs but users do not accomplish the task properly and there are no evidences of what is doing with those bins. Apparently, in the dorms there is the possibility of recycling the trash but the interviews with students living there show that it is not visible and there is not significant evidence to demonstrate that the recycling processes is actually conducted on the dorms. Moreover, people's

commitment with those initiatives is really low, what actually seems to be a common pattern in the area of Florida also, as experienced during my stay in here for 4 months.

In the Goal 4 (“living, learning and working environments that enhance individual growth and development”)of the Daytona Beach Strategic Plan published in 2011, the newest one I had access to, it is mentioned in the objective 6 that by 2020 the institution will “establish eco-friendly sustainability practices that are guided by facilities construction and maintenance policies” (p. 17). Moreover, in the Facilities Master Planning, it is mentioned the commitment by having eco-friendly practices on constructions.

Regarding the health environment of Embry-Riddleit is in the university's goals and strategic plan to ensure all employees health, retirement and other benefits (those one are no specified) (p. 9).There is a Health Services Center that provides direct care, education and guidance necessary to help students. In their Honor Code, Embry-Riddle states in the first lines of it philosophy that its regulations and regulations are established to protect health, safety and daily operation of the university community and Daytona Beach Campus is a free-tobacco place.

In the Student Handbook, there is no information found about the eco-friendly activities or initiatives that are being done on campus, basically because there is no official recognition of the administration of any of those. But I have had access to meet different people working on campus on these issues. Through different subjects and class projects there have been several students and professor developing studies and projects approached to enhance the campus environmental strategy.

There exist a Green Initiative promoted by different professors which is actually working also with students and conducting studies and they have monthly meetings to

discuss what can be done in Embry-Riddle to improve the sustainability of the campus and its facilities. However, this is still a small initiative and they are trying to get more followers and recognition (and therefore funds) by the top managers to implement some of the ideas that came up during the meetings. The Green initiative connects faculty members, employees, students and even some managers committed with those issues. Towards this organization, there have been boosted some individual initiatives of professors as the initiative promoting bike parking spots all around the campus, the intern report on energy efficiency with the collaboration of some students which concluded that Embry-Riddle could easily save 10% of their energy usage.

The outdoor part of the campus is mostly formed by the “green area” with grass and plants and the parking lots. Regarding to the grounds management, there are evidences to say that in this issue the work is well done: ERAU is buying from local growers, using plants that adapts the better to the specific ground characteristic of the area, transplanting and re-using those plants that are removed from different areas on campus and also mulching the trees and plants that are no longer alive or their lives are coming to the end so this can be used on different places as the training tracks for the military and the top-dressing of the sport fields. Fertilizers are used as less as possible, in part because the increase of local regulations on those chemical products. However, there are not organic agronomic technics like creating compost with the trash generated on campus because of the bad odor that it would create.

Embry-Riddle has an Institutional Efficiency Department that explore and implement ideas that improve operations, reduce costs, or apply limited resources to higher value tasks. There are evidences to say that in this department, there have been set some effort towards eco-friendlier practices. The company in charge of heating and cooling the university adjusts thermostats during the weekends to save on energy, but

the AC is never stopped because of the cost of extra energy to cool or heat the buildings in the mornings before classes start. During the summer, the campus schedule is switches to a four hours work week to conserve energy on cooling cost and also reducing gas costs and emotions for employees. There also some efforts done to install auto shut off lighting but those are not all around campus. There are also Led lights in large venues and lighting replacement will be done in the new buildings to be more efficient and sustainable. This department had worked also on reducing the bureaucracy in paper to move it towards online sources to make it easier and more sustainable while adapting to the modern times.

Committed governance

Embry-Riddle's efforts towards R+Don topics covering the CSR activities is not big enough to conclude that there is interest from the management to proactively create ERAU's own initiatives. There is not a specific budget or program that could finance any R+D project on CSR to develop a more sustainable and ethical campus.

Yet, Embry-Riddle has a strong offer of Financial Aid Programs approached to a wide diversity of student profiles. There are bourses for lower income families, international and female students, pilots and some others. However, the economic effort made by the institution are \$2 million, but this is just a 0.6% of the Total Expenses (Embry-Riddle Aeronautical University) so the institution could be doing more in the issue, particularly because of the non-profit nature of Embry-Riddle and the wealth financial situation of the organization.

The transparency of the university is not the ideal one, while some data have been difficult to find and some public interest topics are not clearly accessible. The financial situation and decisions taken by the Board of Trustees are published and

shared, but it has been observed during the whole process of this audit that some stakeholders are demanding more transparency and access to the decision making process.

Reporting system

I have not evidences or information affirming ERAU's commitment or partnership with any international standard as ISO (the volunteer ones) or the United Nations Global Compact. The organization is not conducting its own sustainability analysis or report and there is not any CSR report neither internal nor external. There are some studies and papers reporting ethics and diversity on Embry-Riddle but as mentioned before, the institution has a lack of transparency or proper communication strategy.

Proposals

At this point of the audit, once the results have been explained and the good and lacking aspects of Embry-Riddle's strategy have been shared, it is time to give some suggestions in order to improve the lacking points and enhance the good ones. I consider this part to be the most exciting and interesting part of the whole audit because it is approached to promote and stimulate initiatives that could be actually implemented in a short but also in the long term. Those proposals are ideas that have emerged during the process of the audit, receiving inspiration from the described initiatives of other universities, through the interviews and analysis as well as during my experience as exchange student for this spring term of 2016. The following paragraphs will be suggesting ideas that could be actually conducted, avoiding idealistic or utopic strategies that would never be implemented considered Embry-Riddle financial and structural situation.

The first change that Embry-Riddle should make is to improve its communication strategy in order to make information flow easily and make users feel that they can have access to what they are looking for. This could be seen like a broad suggestion but the fact of enhancing the webpage and making it more intuitive can actually help the institution to increase its reputation by showing transparency and customer approach.

Transparency in social responsibility is one of the core values and the way to do things in every organization but specially while those are universities and tools generating knowledge and future for societies. Embry-Riddle could easily improve its communication and transparency by using its own resources as for example projects, internships or hiring students whose majors are informatics, marketing and others and therefore create a win-win situation in a medium term. It could be also approached as a

project hosting people from IT backgrounds, psychology, economics, social science and even politics to easily enhance and achieve a good outcome on the issue.

Another good initiative could be the creation of an Office of Social Responsibility as other universities do, but it is obvious that the number of students and amount of funds is not the same in every university. Fortunately, most of those initiatives could be launched and promoted by creating a committed network of students, faculty and staff and only need one or two people working on it full-time. The Green Initiative would be a good beginning to start with a group of people that are interested on these ideas and could actually act as counselors, internal auditor and lead some of the initiatives. The idea of making an office of Social Responsibility is not only to create another club, or green initiative but to have a department in the university whose role would be to implement USR initiatives, conduct internal audits and keep on improving and boosting sustainability programs, awareness campaigns on inequalities, debates, events and other activities to make Embry-Riddle become a proactive global citizen. The office could therefore use its own funds but also work with volunteers with the aim of having professionals working just on SR issues but also having committed people that could bring new ideas and stimulate the growth of the institution itself. I strongly recommend the idea of creating the office of social responsibility because of the independence that brings to have someone in charge of just these issues and whose job depends and it is all about USR. Moreover, it would bring liberty to manage its own funds without having to ask to other departments and make little initiative difficult to carry out.

Even though it is not compulsory for the university it would bring several benefit to Embry-Riddle and its stakeholders to join some of the international standards for sustainability. The United Nations Global Compact which is considered the world's

largest corporate sustainability initiative, doing business with 10 principles of HR, labor, environment and anti-corruption and the institution already accomplish a big part of the program so it would not be a huge effort to take part in this initiative. To join the ISO (international organization for standards) 14001 standards will help Embry-Riddle to create a proper environmental management strategy and the ISO 14063 could be a perfect guidance on environmental communication and provide consultancy and technical support to implement those initiatives. Other programs that could help increment its reputations and performance are the Institute of Social and Ethical Accountability (ISEA) that empathizes on low carbon and green economy, the Social Accountability (SA) 8000 for working conditions and the ISO 26000 that works with seven core subjects of social responsibility. As mentioned before, it is not only the fact of joining any of those programs but also conduct a proper reporting system, which is currently lacking in ERAU. All those international standards provide counselling services and the Global Reporting Initiatives is a really good choice to start with the new strategy of communication and transparency.

Another change that could be made with a little effort and motivation from the management is to decide what to do with the surplus of food. The amount of food that is left after the Student Center closes every day is huge. Sodexo, the company in charge of the food supply on campus is actually doing quite good in other universities but they don't have enough resources provide by ERAU to develop initiatives as the volunteer donation of food surplus implemented in Jacksonville. The daily waste generated in the food court is absolutely far from being sustainable and the urgency of implementing a change is the issue really high. The first thing to change is the fact of serving all the food on carton and plastic recipients and forks instead of using plates and forks that could be cleaned and reused for a long time. Actually, the institution would be saving

money if it decides to change to a more sustainable initiative because of the cost of all the plastic thrown daily is such that could cover the expense of having big dishwashers in the food court working every day. Unfortunately, the American mentality and commitment with eco-friendly processes is nothing compared to that in Europe and other countries and the change would take long for the students to understand the need of that change and adapt to new ways of having the food and new strategies to adapt and be committed with it.

In addition, there should be implemented a recycling process. I am aware of the difficulties that companies face in Florida with the recycling process as it is common to throw all the trash together and a machine will compact it or a company will split and recycle some of the items thrown. Embry-Riddle is one of the biggest organizations on Daytona and therefore it holds a big public power that could be used to start and lead a good recycling initiative and even make pressure and ask for funds and collaboration to the local government. It is necessary to have the right to recycle and that this effort should be respected all along the recycling chain, not only by providing different bins on the food court. In order to change people's behavior on this topic an awareness campaign could be launched as well as several workshops could be offer in order to teach people how to recycle plates and make them aware of the importance of everyone's collaboration.

By using of the Green Initiative or the suggested office of social responsibility and in collaboration with Sodexo, it could be boosted an initiative to use the food surplus and give it to the community. There are several organizations working in Daytona Beach to provide food to low resources families, and actually ERAU is sponsoring some of those but it could go beyond and launch a program to give every day or every two days a dinner service to some families in the area. The funds to conduct the

initiatives would not be high as it could be organized with volunteer hours by students and employees, while Sodexo is ready to implement it as they are doing in other organization around the world.

There is a big amount of students that live relatively close to campus and choose to go by car to class every day, expending lot of money gas and polluting unnecessarily. The lack of a proper public transport network in the area is a big problem as citizens fairly have other choices than taking their own car. As said, ERAU could take a proactive interest on this matter and make pressure to the government and public institutions to develop a better public transport, or even launch its own circle line as most of the students live around campus in main streets as Clyde Morris, Bellville, Dunn Ave etc. Unfortunately, to have an ERAU bus lines would have high cost which probably the institution is not willing to pay for, but there are other cheaper initiatives that could be implemented in order to reduce car usage on campus. First, there should be a proper and safe bike trail all around the main avenues in Daytona, Port Orange and Ormond Beach, in the studied areas where most of the campus users live. The government would be also more up to make this changes rather than the best alternative described previously. Moreover, Embry-Riddle could have its own rental bike available for students with an affordable price and maintenance included, as other universities are doing. This would not be a huge expense and if a good campaign is conducted, I believe this initiative could be successful and could lead to change some of the mindset of students that are used to drive to campus.

As seen, most of the recommendations go towards the need of implementing sustainable practices on campus. This is because of the extremely lacking performance of Embry-Riddle in the issue, contrasting a better background on ethics and diversity of the institution. There are a few things that could be improved in those main topics. First,

the diverse top-management should definitely reflect how diverse the student body and community are, and try to implement hiring processes holding any kind of active action, without this meaning background of the candidates shouldn't be rewarded. It is still a matter of the global social reality that white men hold a cultural dominance over the rest of cultural groups, but there are ways to successfully break with the mainstream and apply integrative processes to your company.

Again, as mentioned before, the communication could be enhanced in order to give more voice to women and to find leader that could be a symbol and therefore a motivation to other female students to join the "Eagle family". There is already a leadership group approaching this issue, but the communication and probably the funds that they are managing could be more focused on spreading the stories of those leaders. This suggestion should be well received by the institution as it will bring more diversity but also more students to Embry-Riddle, which is one of the main objectives of the management as stated different times during my experience on campus.

To sum up, Embry-Riddle has the chance to implement some needed changes but it is up to management to change the strategy and be committed with the USR initiatives. The proposals or suggestions provided in this document are the result of four months of research and experiences in Daytona Beach campus and are aimed to be reachable goals that could be implemented without expending lot of funds. Fortunately, there are currently some initiatives going on and working on this direction and the motivation and commitment of people towards sustainability and diversity is increasing (even though slowly) in America and in Embry-Riddle. Far from being just an evaluation tool, I hope that the results of this project could be used to implement some initiatives and to catch the position needed as a leading university in Florida an USA in terms of social responsibility and global citizenship.

Conclusion

The findings of the audit on Embry-Riddle's Aeronautical University's social responsibility show up the laggard position of the institution in some of the main points forming what described in the introduction as University Social Responsibility or the general concept of Corporate Social Responsibility. Embry-Riddle is doing well while promoting healthy lifestyles on campus as well as promoting ethics and diversity, even though those diversity numbers should be enhanced. The most significant changes should be conducted towards a more sustainable or eco-friendly position, especially because of the nature of the aeronautical university, which is polluting specially the air and therefore should implement a dynamic strategy to counteract that harm.

The importance of taking responsibility on social issues goes beyond the limits of accomplishing regulations and living in peace with community, but is part of the core values of every university in the world, as institution creating knowledge the most powerful and promising tool for the future wealth of every civilization. Therefore, the decision of implementing some changes and start some of the initiatives proposed it do not only depend on the funds needed to conduct them, but in the motivation and commitment. The benefits of implementing some of those practices have been already discussed and proved to be even cost-saving in the long term, and the reputation and responsibility of an institution as Embry-Riddle could be easily increased affecting positively to its financial results.

The willingness to change is something difficult to boost and the mindset of a big part of the American society is still not aware of the importance of global citizenship and acting socially responsible but that is why Embry-Riddle should start initiatives in Daytona Beach to lead that change and create a better future for its students and every stakeholder.

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Appendix A

SOCIAL RESPONSIBILITY AUDIT DOCUMENT

Embry-Riddle Aeronautical University

SPRING 2016

Marta Maicas Pérez

INITIATIVE or ACTION		YES	NO	Rate (10)	Comments
1	ETHICS SYSTEM	5/10	5/10		
1.1	CODES OF ETHICS & CONDUCT				
	There exists a Code of Ethics, or Values Statement, that articulates ethical expectations	X		7	
	There exists a Code of Conduct that provides specific examples of acceptable and unacceptable behaviors		X		
	The Codes of Ethics and Conduct are publicly displayed and available	X		5	
	All faculty and staff are trained to implement our Codes of Ethics and Conduct		X		Not enough evidence
1.2	ETHICS TRAINING				
	All employees receive ethics training annually		X		
	The workshops examine real-life work-related situations that are linked back to the Code of Ethics or Code of Conduct		X		
	Employees are comfortable engaging each other in an ethics discussion when contentious issues arise during our workshops.		X		
	Employees understand the competitive advantages of being ethical and how being ethical impacts organizational performance	X		6	
1.3	ETHICAL DECISION MAKING				
	Ethics is an important consideration in our decision-making process	X			
	Faculty and staff are comfortable engaging each other in an ethics discussion when contentious issues arise	X			
2	DIVERSITY	7/11	4/11		
2.1	CAMPUS DIVERSITY				
	A specific person is accountable for diversity issues	X		8	
	Faculty members reflect the gender, ethnic, racial and religious diversity of qualified job applicant in the community	X		3	
	Staff reflect the gender, ethnic, racial and religious diversity of qualified job applicant in the community	X		7	
	Flexible work schedules and cafeteria-style benefit plans meet the needs of our diverse workforce		X		Not enough evidence
	The student body reflects the gender, ethnic, racial and religious diversity of society		X		not in the gender dimension
	Achieving diversity goals are part of a manager's performance evaluation	X		7	
	There exist specific initiatives to discuss and talk about diversity on campus, where students and employees can take part it	X		7	
	There are initiatives to promote gender equality	X		7	
	There are initiatives to promote ethnic, racial and religious diversity	X		7	
2.3	INCLUSIVE DECISION MAKING				
	Diversity is an important consideration in the decision making process		X		
	Faculty and staff are trained to use an inclusive decision making model to help them be gather input from stakeholders		X		
3	PUBLIC ENGAGEMENT	6/8	2/8		
3.1	VOLUNTEER PROGRAM				
	The University promotes or hosts any Volunteering Program	X		5	
	There exist individual initiatives (Subject, Departments, Clubs) for Volunteer Program	X			
	Most of the volunteering is made through external organisations	X			
3.2	COMMUNITY OUTREACH				
	There are initiatives promoted by the organisation to enhance local community (infrastructures, public places, environment...)		X		Lot of changes needed
3.3	SOCIAL AWARENESS				
	There are events and/or activities focused on promoting social responsible initiatives		X		
	There are events and/or activities focused on promoting diversity initiatives	X		7	
	Students, Faculty and Staff take active part in those activities	X		7	
	There are conferences/seminars hosted by the university discussing social challenges	X		3	

5		COMMITTED GOVERNANCE	3/8	5/8	
5.1	RESEARCH ON USR				
	There are faculties conducting research on USR		X		except the ecocar
	There exists specific university budget for the promotion of R+D of USR initiatives		X		
5.2	FINANCIAL AID PROGRAMS				
	There is a Financial Aid program aimed to help students with economic difficulties	X		7	
	Financial Aid has its own budget different from the State or Federal contributions	X		5	
	There are audits or reports conducted in order to regulate and ensure the fairness of this program		X		
5.3	STAKEHOLDER MANAGEMENT				
	The relation between management, dean, faculty and student body is direct, proactive and/open	X		5	
	There is transparency on the actions and decisions taken by the governing body and faculties		X		
	Transparency is ensured by any form of Audit or Reporting different from the compulsory ones		X		
6		REPORTING SYSTEM	4/11	7/11	
6.1	SUSTAINABILITY PLANS				
	ERAU takes part in any national or international Sustainability Plan		X		
	ERAU is implementing its own Sustainability or Green Plan/Program/Initiative		X		
	There is public information available about this program online		X		
6.2	MEMORY/REPORTING SUSTAINABILITY				
	There is a report conducted on ERAU Sustainability measures		X		
	This report is public and easily accesible for any interested person		X		
6.3	REPORTING ETHICS				
	There is a report conducted on ERAU Ethics Strategy	X			
	This report is public and easily accesible for any interested person		X		
6.4	REPORTING DIVERISTY				
	There is a report conducted on ERAU Diversity Strategy	X			
	This report is public and easily accesible for any interested person	X			
6.5	VOLUNTEER AUDITING				
	There is a person, external organisation or a department conducting audits on sustainability, ethics and/or diversity	X			Internal ethics auditor
	ERAU conducts its own audits on Social Responsibility (ethics, diversity, environment...)		X		
TOTAL			37/70	33/70	