

Corporate Social Responsibility for Integral Ecology: A Pedagogical Approach
 Jennifer Merritt Faria
 Assistant Teaching Professor of Management and Entrepreneurship
 Santa Clara University - Leavey School of Business
 Carleigh Osen
 Environmental Project Consultant

In his encyclical letter *Laudato Si': On Care for Our Common Home*, Pope Francis implores educators to adopt curricula for a new age, one in which students are provided with the intellectual and spiritual knowledge, tools, understanding, and formation to collectively create a new world focused on ecological conversion (Francis, 2015). He explains that “environmental education should facilitate taking the leap toward the transcendent which gives ecological ethics its deepest meaning.” As Jesuit business educators, we are invited to heed Pope Francis’s call to support the development of people with and for others, as well as for all of God’s creation, such that, in collaboration with our students, we might advance human flourishing for the most marginalized in our society while working to protect the sacred, natural life of our planet. Through “educating for the covenant between humanity and the environment,” Pope Francis implores us to “develop an ethic of ecology, and help people, through effective pedagogy, to grow in solidarity, responsibility, and compassionate care.” (Francis, 2015).

At Santa Clara University’s Leavey School of Business, the overarching goal of Management 160, *Managing Human Dynamics in Organizations*, is to provide students with a theoretical “toolkit” to help them understand different perspectives on how organizations work, how they fail, how they should be managed under rapidly changing conditions, and how they connect to other aspects of the social and cultural world. The course provides students with an overview of topics concerning individual and group behavior in organizations, as well as a broader understanding of the context in which organizations are embedded. (Santa Clara University, n.d.)

I have increased the focus on sustainability in the context of personal and professional vocation in my own teaching of *Managing Human Dynamics in Organizations*, a core business course. I encourage students enrolled in *my iterations of the course* to embrace the call of *Laudato Si'* by

1. articulating their own personal and professional values,
2. adopting a spirit of gratitude through daily meditations,
3. reflecting on the notion of “caring for our common home,”
4. examining the United Nations’ Sustainable Development Goals,
5. analyzing the environmental and social governance of an organization of their choice through the lenses of structure and culture, and
6. designing an initiative to make positive social change on campus and beyond.

Three in-class activities are designed to foster cognitive and affective engagement focused on sustainable business practices and to help students develop their own sense of mission for the environment and “ecological citizenship,” while reinforcing the theoretical background and practical skills necessary to advance sustainability in the fields where they will work.

First, guest speaker Carleigh Osen, an environmental consultant with a global engineering and professional services company, and I facilitate a class discussion in which students learn about some of the frameworks, reporting bodies, and evaluation tools that they might use to assess the

ways in which companies claim to promote climate resilience and mitigate or eradicate Scope 1, 2 and 3 emissions. Students also learn more about career paths in environmental protection.

The second and third activities involve analyzing a student group's chosen organization through the lenses of organizational structure and culture, both focused on the organization's response to climate change. After researching the organization's structure, culture and response to climate change, each group synthesizes that information and creates two slide presentations addressing the following questions, in the first presentation about the structure and the second presentation about the culture:

- How would you characterize the structure/culture of your organization using the common dimensions of structure/culture?
- In what ways did this organization's structure/culture affect its response to climate change?

The deliverables are two slide presentations created within two 60 minute class periods and presented in the following class periods. (Sackett, n.d.)

For this panel presentation at The 31st Annual IAJBS World Forum and 2026 CJBE Annual Meeting, we will share: 1) MGMT 160's specific focus on values-centered student engagement, 2) the means by which the students have tackled two key assignments, the Organizational Structure and Culture Sustainability Sprints, 3) the knowledge students gained about assessment tools employed by environmental consultants, and 4) the students' reaction to the experience.

Francis. (2015). *Laudato Si'* [On Care for Our Common Home] [Encyclical letter]. The Holy See. https://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20150524_enciclica-laudato-si.html

Sackett, E. (n.d.) *Managing Human Dynamics in Organizations: [Structure and Culture Sprint Assignments]*.

Santa Clara University. (n.d.) *Managing Human Dynamics in Organizations*. <https://www.scu.edu/business/management/academics/courses/>