**Mission and Plan of the**

**Project on Stakeholder Collaboration**

The Project is founded by Prof. William Halal to promote understanding “Stakeholder Collaboration.” This field is considered a major advance in Corporate Social Responsibility as the scope expands from responsibilities to cover *collaborative problem solving with stakeholders as equal partners.* In addition to the literature on stakeholders, relevant articles from Prof. Halal defining the field include [Democratic Enterprise](https://business.gwu.edu/sites/g/files/zaxdzs5326/files/2025-04/the_democratic_enterprise.pdf), [A Return on Resources Model of Corporate Performance](https://journals.sagepub.com/doi/epdf/10.2307/41164721), [The Collaborative Enterprise](https://www.researchgate.net/publication/238770097_The_Collaborative_Enterprise_A_Stakeholder_Model_Uniting_Profitability_and_Responsibility), and [Beyond the Profit Motive](https://www.researchgate.net/publication/222446232_Beyond_the_profit_motive_The_post-industrial_corporation).

The Business Roundtable announcement has galvanized such attention that 90% of managers now practice some form of “ESG.” Yet the practice is condemned by many politically, and managers now struggle to reconcile ESG with competitiveness, profitability and other needs. Many wonder, what does ESG really mean? Today’s state-of-the-art is early in the development cycle, so this Project is intended to fill that gap and reach maturity.

In addition to ESG, this field is thought of as “conscious capitalism,” “stakeholder capitalism,” and many other terms. Halal uses the term “democratic enterprise” primarily to note that modern business *no longer focuses solely on profit but a more equitable and productive market system of quasi-democratic free enterprise.* As the founders of modern democracy, the US could embrace this idea and lead the world toward a *sustainable form of economic consciousness.*

Housed within the GWSB Institute for Corporate Responsibility, the Project studies the corporation as a socio-economic system, the investments, costs, benefits and other aspects of stakeholder relationships. Ideally, this work should identify how to achieve Pareto optimal outcomes that maximize the welfare of all stakeholders. The Project conducts research, teaches courses, collaborates with business leaders and otherwise advances knowledge within the School and the field as a whole. Relevant research topics would include surveys to learn about current practices and creating an [Online Model of Business as Socio-Economic System](https://www.billhalal.com/blog/americas-crisis-of-maturity/).

It is important that business leaders participate in this work and that they contribute substantial sums to support the Project. *The aim is to actively engage managers by helping them learn collectively how to improve their stakeholder relationships.* Working closely with business firms should then provide funds from paying sponsorships, tuition from conferences and training programs, consulting work and contributions.

The Halal family is pleased to provide "seed money" of $ 50K per year for about 3 years to launch the Project into a self-sustaining venture. An annual review of progress is expected to provide a brief summary of research conducted, publications, courses, seminars, presentations, consulting work, paying corporate sponsorships and other accomplishments. Should this review not satisfy reasonable expectations, the annual payment of the Halal Family may be withheld until progress is satisfactory.