Mission of Mendoza College of Business
At the Mendoza College of Business, its deeply rooted mission of service and concern for the common good is finding new vibrancy in today’s complex global business world. Led by Dean Carolyn Woo and supported by faculty, Mendoza College continues to emphasize leadership grounded in ethics and social responsibility, with a view as to how business can solve some of society’s most intractable problems.

Mendoza’s History with PRME
Under the leadership of Carolyn Woo, Martin J. Gillen Dean and Ray and Milann Siegfried Chair in Entrepreneurial Studies, Mendoza College of Business has long served as an advocate of the United Nations Global Compact, launched in 2000, which serves as a forum in which multinational businesses work to promote human rights, prevent violent conflict, and contribute to more peaceful societies. The U.N. Global Compact advances the critical issue that business leaders need to develop new policies and practices aimed at promoting responsible corporate citizenship and peace through commerce.

Rev. Oliver Williams, C.S.C., director of the Center for Ethics and Religious Values in Business at Mendoza College of Business, also plays an integral role in Mendoza’s relationship with the U.N. and was one of the earliest supporters of PRME. Father Williams serves as one of the three trustees who oversee the Global Compact Foundation and has researched and published widely on this topic. In April 2002, Father Williams hosted the first U.S. meeting devoted to the discussion of the U.N. Global Compact and also published a study revealing that the four-year-old initiative has been “relatively successful,” signing up more than 1,100 companies worldwide, including more than 200 of the largest multinational firms.

In 2007, Mendoza College of Business advanced the Global Compact cause further when Carolyn Woo represented AACSB to engage an international task force of 60 deans, university presidents and official representatives of leading business schools to develop the Principles for Responsible Management Education (PRME). This U.N.-backed global initiative established six principles designed to promote corporate responsibility and sustainability in business education and was launched under the patronage of U.N. Secretary-General Ban Ki-moon in July 2007.

In January 2008, Mendoza College of Business became a signatory institution of PRME. In doing so, Mendoza joined hundreds of business schools and academic associations worldwide in committing to align its mission and strategy, as well as its core competencies – education, research and thought leadership – with U.N. values embodied by the six PRME principles.

Most recently, Carolyn Woo presented at the first Global Forum for Responsible Management Education held December 4-5 at the United Nations headquarters in New York City. The forum in particular centered on the Principles for Responsible Management Education (PRME). Woo addressed the U.N. Secretary-General Ban Ki-moon and urged attendees to focus business education away from an overly narrow agenda of wealth-creation for owners only to a broader perspective considering the role of business in solving the pressing global issues of poverty, disease and conflict. Attended by senior administrators from more than 150 academic institutions around the world, the forum provided a platform to advance the concept of corporate responsibility and sustainability in management education. At the close of her address, Woo also requested of the secretary-general two hours of programming time to further engage business school deans on this message and, immediately after the conference, Ban sent word to the dean that her request was granted.
Introduction to the Communication on Progress Report
As a signatory institute of United Nation’s Principle of Responsible Management (PRME), Mendoza College of Business agrees to provide an annual Communication on Progress Report to all stakeholders outlining the actions it has taken to support, abide by and promote the six principles of PRME.

The following report provides an overview of how Mendoza College of Business incorporated and inspired business responsibility in its school in 2009. The report is categorized by the six principles of PRME along with specific examples of how Mendoza supports each respective principle through multiple avenues.
Dear Friends,

The year 2009 brought with it many joys and, for millions worldwide, even more tribulations as we entered one of the deepest periods of recession in recent history. The risk-taking, greed and corporate misconduct of the past several years have caused many to distrust the role of business in society.

While some may think this should be a time of retrenchment, we cannot afford that response. We must ask more, not less, of businessmen and women and the companies they work for. The footprint of business is all-encompassing. According to recent reports, 51 of the world’s largest economies are corporations. And 300 multinational corporations account for 25 percent of the world’s assets.

With the power of its reach, business has the potential to create lasting economic value and enduring benefits for the people in our globalized world. It is business that can harness advanced technology, communications, and transportation to address serious issues, such as producing energy and distributing water resources, fighting disease and alleviating hunger.

But, as Pope Benedict XVI warns in his recent encyclical, Caritas in Veritate, technical competence is not enough. We must expect more from business practitioners than we have in the past: “The risk for our time is that de facto interdependence of people and nations is not matched by ethical interaction of consciences and minds that would give rise to truly human development.”

At Mendoza College of Business, we believe that an education worthy of our students must teach them how to address difficult problems with honesty and strong habits of mind. We are committed to developing coursework, encouraging research, and supporting service-learning opportunities through our faculty, staff and students that:

- Place INDIVIDUAL INTEGRITY at the heart of every business decision
- Cultivate the culture and systems that build EFFECTIVE ORGANIZATIONS
- Use innovation and the power of business to serve the GREATER GOOD

We want our students to become leaders who will make our collective future better by the privilege of the positions they hold, the decisions they make, the resources they develop and use, and the people whose lives they touch. We want our faculty and staff to inspire these leaders, and to provide thought-leadership in the role of business ethics in the research, programs, and courses they produce. We want to provide innovative opportunities for leaders and learners alike to realize that the future of business for good is in their capable hands.
In our 2009 Communication on Progress report, Mendoza College of Business demonstrates its commitment to carrying out the six principles of PRME, as proponents of integrity, ethical behavior, and corporate social responsibility. Through our research, coursework, student activity, and other offerings, Mendoza College of Business remains active in its belief that business institutions should serve as key leaders in the transformation of the role of business.

In 2009, Mendoza College of Business revealed the launch of its new Website at https://business.nd.edu. Through this Website, Mendoza College of Business announced its official adoption of its Ask More of Business campaign, which highlights the college’s greater commitment to business for good and to the principles of PRME. This philosophy encompasses all aspects of the school:

( watch the video at http://business.nd.edu/ask_more/)

As you look at the ever-changing business landscape, dare to ask more. Dare to place individual integrity at the heart of every business decision. To tenaciously tackle tough business problems and build effective organizations that create lasting value. To use the power of business to serve the greater good. Ask more of business. Ask more of yourself.

Mendoza College of Business extends the belief of Notre Dame founder Father Edward Sorin, C.S.C., who asserted the importance of faith in action. The College calls forth the collective passion and energy of its faculty, scholars, and students while providing a wide array of offerings that challenge people to consider the meaning of individual integrity, effective organizations, and the greater good. With the launch of its new Website, Mendoza College of Business established its three pillars of belief that rest on the principle of asking more of yourself, of others, and of the world: individual integrity, effective organizations, and greater good.

The new Website also offers an “Ask More of Business” section that specifically captures the college’s works as proponents of business for good. This section contains eight categories focused on different aspects of the college’s offerings and efforts:

- Individual Integrity
- Effective Organizations
- Greater Good
- Asking More Commentary
- A Catholic Business School
- Stories of Value
- Integrated Curriculum
- Outside the Classroom

We welcome you to navigate through our new Mendoza College of Business Website and through the 2009 Communication on Progress report to share in our experiences and achievements with us, as we incorporate the values of the United Nations Global Compact into our business school curricula, research, and offerings.

Blessings from Notre Dame,

Carolyn Y. Woo

Carolyn Y. Woo, Mendoza College of Business
Martin J. Gillen Dean and Ray and Milann Siegfried Chair in Entrepreneurial Studies
**Principle 1**

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

**INTERNSHIPS**

**Gigot Center for Entrepreneurial Studies Summer Internships:** Provides select students with the opportunity to experience developing countries first hand and to make a significant difference in the lives of the people they encounter and work with. (8-week summer internships in four possible locations):

**South African MBA Internship Program**

- **Catholic Parliamentary Liaison Office Internship**
  
  From June to July 2009, an MBA student intern served as a policy consultant to the Catholic Parliamentary Liaison Office in Cape Town, South Africa. The internship involved publishing a white paper on ‘Black Economic Empowerment’ in South Africa’s business environment and ‘Democracy in India’ for use by Catholic leadership in advocating parliament on forward-thinking economic development policy and initiatives.

- **The Business Place Internship**
  
  From June to July 2009, an MBA student intern and an undergraduate intern served with The Business Place, which is a non-profit small business resource center in Cape Town, South Africa. Its mission is to support entrepreneurs while stimulating local business within the community. The internship involved working with individual entrepreneurs through problem solving efforts as well as several projects. Two projects of note included the development of a pilot program to create economic opportunity and cooperation among 100 small businesses and the creation of a small business networking program.

- **Grassroot Soccer Internship**
  
  From June to July 2009, an MBA student intern and an undergraduate intern served with Grassroot Soccer in Cape Town, South Africa. This international NGO uses soccer to fight HIV and AIDS in Africa by raising awareness and teaching prevention to children through hosted soccer events. Programs spearheaded during this internship included the development of an “educational passport” initiative to motivate and monitor program participants and the designing of a pilot project to identify key resources within local communities.

- **Catholic Welfare & Development Internship**
  
  From June to July 2009, an MBA student intern worked with Catholic Welfare and Development, which promotes economic empowerment to the disenfranchised population of Cape Town, South Africa. The internship focused on improving the Jobstart and MicroMBA programs within the organization and assisting expansion efforts. Potential areas of expansion were identified as well as ways to provide a broader network of their services to rural municipalities.

- **Ikamva Labantu Property Portfolio Project**
  
  In 2009, under the initial direction of a property lawyer from New York, two undergraduate interns assisted in the cataloguing of hundred of buildings and properties that fall under the NGO’s umbrella. By documenting each building/site, the students provided the necessary data to allow a property lawyer to focus on the property law immediately rather than having to track down the site and waste time with burdensome bureaucracy. This was a time-intensive project
that was lauded by the NGO executives as they did not have the resources to expend on the project. The students:

- helped to establish and continue populating the database of properties (MS Access)
- worked with the property manager to understand each property’s current and potential usage
- met with community members, civil officers and undertaking research in deeds office
- evaluated and reported on properties, and followed up with necessary authorities

Guatemala/Ecuador Microventuring Program Internships

This eight week internship, open to students enrolled in the MicroVenturing Certificate Program, is offered through a partnership with the Social Entrepreneur Corps, an organization created by experienced field professionals and social entrepreneurs working in Guatemala and Ecuador. In 2009, students directly and measurably contributed to the organization’s development work, benefiting organizations, small businesses, communities and individuals through contributions of human resource support, consulting activities, and providing motivation and leadership for microentrepreneurs and their communities. Interns assisted in the following activities:

- Provided technical assistance support during village visits including marketing and campaign execution
- Conducted needs analysis, feasibility studies and marketing strategies for Community Enterprise (CE) Solutions’ product lines: solar lamps, medicinal plants, first aid, Seeds for Change, water purifiers, and mosquito nets
- Delivered workshops at a women’s weaving cooperative on marketing, customer service, product design and quality control, as well as developed a marketing strategy in conjunction with the cooperative and introduced several new products
- Created a comprehensive marketing strategy for a language school, El Portal, including the design of new advertising materials, sending a description of the school to Lonely Planet, which will be included in the next published guide, and trained the school staff on the use of Excel to manage school finances.
- Worked with several Guatemalan-run small businesses on marketing – designed a website, brochure and promotional video – and operational issues – personnel organization, defining roles and training employees
- Conducted needs analysis, feasibility studies and business plans for income generating activities for farming and women’s cooperatives in Ecuador, as well as marketing and operational plans for eco-tourism business, cheese factory, and natural jam and wine producer
- Investigated feasibility of savings-based microfinance, creating and completing surveys in multiple villages, visiting community banks that use the ASCA model, and designing and testing several different proposals for CE Solutions to implement

Jamaica Intern Program

In 2009, two MBA students were given the opportunity to:

- teach a senior-level course, *Entrepreneurship and New Venture Development*, to students at the University of West Indies in Kingston, Jamaica for eight weeks. From putting together a balance sheet to crafting a budget, students gave the men and women the skills they need to launch or expand their own small enterprise and to build a better future.
- work with Jamaica Youth Business Trust (JYBT) on strategic initiatives, bolstering economic development opportunities for low income entrepreneurs. JYBT provides assistance in the form of microfinancing, mentoring and training for each loan applicant. Notre Dame MBAs assisted JYBT by creating and facilitating workshops for the JYBT business owners.
Catholic Church Extension Society
From May to July 2009, an MBA student intern served as a policy consultant to the Catholic Church Extension Society in Chicago. The internship involved identifying the criteria for Catholic "mission dioceses" whose parishes were severely under-resourced and isolated, and working to maximize the impact the organization’s charitable giving had in building those communities. The student was also responsible for projecting the organization’s cash flow and the result of various financial options so as to produce the greatest possible charitable giving from the organization’s endowment. This student continued to work with the organization on a part time basis throughout the second year of his studies.

Office of Congressman Joe Donnelly, Indiana 2nd District
From June to August 2009, one MBA student worked directly for the Congressman’s District Director on a variety of special projects. Actions included taking meetings on behalf of the Congressman, staffing the Congressman at special events, as well as drafting correspondence, tracking constituent casework and answering questions from constituents on legislative issues ranging from healthcare reform to climate change. The student also provided vital support to the Congressman’s Veterans Affairs Coordinator, helping hundreds of Indiana veterans and their families obtain VA benefits and uncollected award citations. The student’s main project involved organizing a regional small business financing conference to help Second District small business owners find SBA-backed loans in a tight credit market.

Bon Secours Health System Internship
From June to August 2009, two MBA students served as interns for Bon Secours Health System, a $2.4 billion not-for-profit Catholic health system headquartered in Marriottsville, MD. Working in Richmond, Virginia, each student performed different tasks for the health system, including working directly with the VP of Operations to develop a work plan that included establishing a steering committee, setting a timeline, assessment and recommendation for transformation. In addition, the students developed periodic cash flow projections to include weekly, monthly, quarterly and annual, while gathering and interpreting cash flow and other financial data.

The Alford Group
During the summer of 2009, one MBA student served as a consultant with The Alford Group in Evanston, Illinois. The Alford Group is a premier consulting firm working exclusively with not-for-profit organizations. The student helped The Alford Group assist non-profit organizations to thrive in today’s dynamic and competitive environment by partnering with them to address strategic challenges.

BUSINESS PLAN COMPETITIONS
McCloskey Business Plan Competition: Focuses on ventures that have not yet been launched or are in the earliest stage of launch.
  ➢ 2009 Second Place: GreenYard, a sustainable venture for reclaiming and recycling parts and materials from scrapped cars.

Social Venture Plan Competition: Fosters a spirit of collaboration between businesses and social ventures – business plans with a social and/or environmental mission/purpose.
  ➢ 2009 Grand Prize: Sustainable Health Enterprises promotes women’s education and employment in developing countries by providing inexpensive sanitary products so that women and girls don’t miss school or work.
  ➢ 2009 Second Place: Sprout learn-n-grow brings age-appropriate science programs to children in preschool and elementary school.
**Invention Convention:** co-hosted by the Mendoza College of Business and the Robinson Community Learning Center located in South Bend, Indiana. Mendoza’s Gigot Center for Entrepreneurial Studies and the Learning Center work with young people from South Bend high schools to enhance their business, academic and life skills through an entrepreneurship curriculum provided by the National Foundation for Teaching Entrepreneurship (NFTF). Students learn the basics of starting their own business and engage with Notre Dame mentors to develop a unique business plan of their own. This year-long program culminates with a business plan competition, in which the students have the opportunity to showcase what they have learned. In 2009, six finalists were announced:

- Trevor Brown for “TJ’s Way: The Basics of Money Management”
- Bryonna Cane for “DEOZE Dance” (2009 1st Place Winner)
- Paul Grabill for “Rainscape”
- Natalie Peterson for “Fashion Companion”
- Alfredo Rangel for “A & R Translating Services”
- Natasha Wright for “Socializing For A Cause (SFAC)”

**Latin American Business Challenge, University of California-Berkeley** – Annual 2-day event includes a conference focused on Latin America featuring high-level business executives and political leaders, followed by a case competition.

- At the competition, 30 students from top-tier MBA programs competed to develop the most effective solution to a business issue presented by a Latin American company. In 2009, Notre Dame won first place with its proposed plan for a HR staffing company to grow in the Mexican market, contributing to the overall sustainability and economic health of the country.

**CASE COMPETITIONS**

It is not enough to think of a better way. Ideas must become strategies; and strategies must be embraced by decision makers and stakeholders. By taking part in case competitions around the nation, Notre Dame MBA students are learning to think critically, to formulate strategies and to present their ideas with clarity and passion. These are the very skills they will need to break new ground as principled business leaders.

**Arthur W. Page Case Competition**

The Arthur W. Page Society is dedicated to strengthening the management policy role of chief communications officers. In 2009, the Fanning Center submitted five of its students’ case studies to the Arthur W. Page Case Competition. Three of the case studies (edited by James O’Rourke) pertained to ethics:

- **Nestle Purina PetCare: Your Pet, Our Poison:** Exten, L.; Gimenez, P.; Steinberg, J.
  The pet food poisoning scare of 2007, in which numerous pet food products were contaminated with melamine sourced from China, seriously damaged many of the afflicted firms’ reputations for safety and customer concern. Pet food industry leader Nestle Purina released two unapologetic statements revealing limited information about the source of the problem and its impact on consumers. Purina must recover its customers’ collective faith; a difficult task after causing thousands of “deaths in the family.” It is also essential that Purina restructure its supply chain to ensure that history does not repeat itself. 8pp. Case#09-11. (2009)

- **Caterpillar Inc.: Is the Corporation Responsible for End-User Actions?** Bradna, T.; Clark, A.; Sponsel, A.;
  Since 1967, the Israeli Defense Forces (IDF) have used modified Caterpillar bulldozers to destroy thousands of Palestinian homes, injuring and even killing scores of individuals in the process, including American peace activist Rachel Corrie. Rights groups have sent over 50,000 letters to Caterpillar executives, decrying the use of Caterpillar bulldozers to carry out human rights abuses, and an activist group of shareholders has proposed an investigation into the company’s military sales operation. Given the negative publicity and accusations, how should Caterpillar
respond to decrease the threats of activist divestiture and rebuild its damaged brand reputation? 6 pp. Case#09-08. (2009)

- **Apple, Inc.: Transparency in Corporate Statements About the CEO:** Kim, P.; Lee, J.; Lee, S.; and
  On January 14, 2009, Apple Inc.’s Steve Jobs announced he was taking a six-month medical leave of absence, just nine days after he reassured the public that he would be continuing as CEO. The media and public felt misled, and investors are wary of Apple’s post-Jobs future. The issue for Apple is whether investors and the public are entitled to more information and, if so, how much? 8pp. Case #09-04. (2009)

**CASE STUDIES**

In Professor James S. O’Rourke’s Corporate Communication course, students research and write case studies about how company executives address topical issues which have made headlines in recent years. Through these cases, students engage with sensitive ethical and reputational issues and explore a wide range of corporate communications strategies and scenarios. In 2009, student-written case studies (with J.S. O’Rourke serving as editor) pertaining to ethical issues included:

- Satyam Computer Services, Ltd.: Accounting Fraud in India (Barton, M.; Bhutta, P.)
- Nestle Purina PetCare: Your Pet, Our Poison (Exten, L.; Gimenez, P.; Steinberg, J.)
- Caterpillar, Inc.: Is the Corporation Responsible for End-User Action? (Bradna, T.; Clark, Al; Sponsel, A.)
- Cable News Network: CNN Apologizes to the Chinese People (Doi, T.; Morley, P.; Munkel, A.)
- Apple, Inc.: Transparency in Corporate Statements About the CEO (Kim, P.; Lee, J.; Lee, S.)
- Best Buy: Addressing Customer Concerns and Privacy Issues (O’Connor, B.; Owens, C.; Richards, P.)

**CENTER FOR SOCIAL CONCERN (CSC)**

The Center for Social Concern, the service and community-based learning center of the University of Notre Dame, provides educational experiences in social concerns inspired by Gospel values and Catholic social traditions. In 2009, Mendoza College of Business undergraduates applied for and participated in the following programs:

**Spring 2009 Courses:** 30 undergraduate students total
- “Migrant Experiences” = 1 undergraduate student
- “Appalachia” = 25 undergraduate students
- “Holy Cross Mission in Hispanic Ministry” = 2 undergraduate students
- “Children & Poverty” = 1 undergraduate student
- “Environmental Justice and Human Rights” = 1 undergraduate student

**Fall 2009 Courses:** 74 undergraduate students total
- “Appalachia” = 66 undergraduate students
- “Washington, D.C.” = 2 undergraduate students
- “Energy Policy and Social Change” = 2 undergraduate students
- “Cultural Diversity” = 2 undergraduate students
- “Youth, Violence, & Society” = 2 undergraduate students
STUDENT OUTREACH/RESEARCH

Iraq/Afghanistan Outreach
Sixteen MBA student volunteers pitched in to help Iraqi and Afghani entrepreneurs bring their goods and services to market through a targeted U.S. State Department initiative. The projects included processing tomatoes and ginning cotton in Afghanistan and helping doctors build a medical testing laboratory in Iraq. The initiative began in the spring of 2008 with the aim of reducing political extremism and farmers’ dependence on illegal poppy production, and continued in 2009, under the direction of the Gigot Center for Entrepreneurial Studies. The State Department has posted vetted proposals for review by potential investors.

Journal of Business Strategy
Articles written by four Fanning Center students were selected for publication in 2009 in the Journal of Business Strategy. Seniors Evan Hanna and Kristopher Perez wrote “Corporate Social Responsibility: Effective Communication for All Stakeholders,” while MBA students Matthew Adamic and John Marshall wrote “Communicating Corporate Culture: Best Practices in Managerial Storytelling.”

MBA Orientation
In 2009, the MBA Orientation was redesigned to address one of the five MBA values on each day of the orientation. The values are community and responsibility, integrity, leadership, excellence and spirituality. The orientation took place from Aug. 10-14, with the second day dubbed “Community and Responsibility Day.” Students heard a presentation on the power of community by Kathy Sullivan, senior director of Spirituality and Service of Notre Dame’s Alumni Association, and Bill Purcell, associate director for Catholic Social Tradition and Practices at the Center for Social Concerns. Another speaker was associate professional specialist James O’Brien, who gave a talk on business principles applied to nonprofits. Then the class of 137 students divided into three groups and headed out for an afternoon of helping others at three local service organizations.

- One group went to Logan Industries, which has a manufacturing facility that provides jobs for physically and developmentally disabled individuals. The students helped workers on assembly-line projects, packaging cat treats and assembling Pinewood Derby cars kits and socket wrench sets.
- A second group went to South Bend’s Center for the Homeless, where they sorted donations such as canned goods, clothing and blankets, after taking a tour of the facility. “It was something to walk through the center and to see how they help pick up people and put them back on their feet. A resident who is a veteran gave us a talk, telling us his story. It was very uplifting,” said MBA candidate Will Harrison.
- The third group went to Corvilla Inc., which provides residences and services for adults with developmental disabilities. The MBA students washed and detailed six large-capacity handicapped-access vans used to transport the residents. The residents welcomed the students with a picnic, sponsored by Chic-Fil-A.
STUDENT CLUBS
Entrepreneurship Society
http://business.nd.edu/newsandevents/mendoza_in_the_news_article.aspx?id=4656
Two branches of Entrepreneurship Society:

- **Social Arm** – Four different projects comprise the social arm branch. These include: consulting projects to local businesses, El Campito (a financial literacy program providing basic financial management skills to local Hispanic community), ShoLo (compiling business profiles of over 100 South Bend businesses into a directory), and Invention Convention (mentoring local high school students as they develop a business plan and compete for money).
  - Hosted two 2-hour long presentations at El Campito for Hispanic parents (over 40 people in attendance) with limited knowledge of fundamental financial practices. Topics included:
    - Basic Financial Literacy
    - How to Open a Bank Account
    - How to Save for Education and Retirement
    - Basic Budgeting and Accounting Tips
  - Through ShoLo, began creating profiles of over 100 local businesses to categorize online

- **International Development** - As of summer 2009 the Entrepreneurship Society created a partnership with a Non Profit in Colombia called Fundacion San Antonio. The mission of this nonprofit is to promote education and equality for opportunity among the youth of Colombia. Due to the fact that Colombia has extremely poor economic conditions and that payment for private schooling is necessary in order to be educated, over 70% of the youth is underprivileged and do not have the means for education. In order to lower this statistic, Fundacion San Antonio has created schools, initiated educational programs, and offered scholarships to women. However, they are looking to expand, grow stronger, and have a bigger impact in Colombia. The Entrepreneurship Society had three goals in place for 2009: 1) to create business plans and new social initiatives to make this nonprofit bigger, stronger, and better; 2) to create a new internship program that will give 10-15 Notre Dame Students the invaluable opportunity to fly out to Colombia to both implement our business plans as well as help out with the programs already established there; and 3) to find the necessary monetary donations through excellent marketing, networking, and persuasion skills to meet the first two goals. The branch is divided into three times: one focused on creating the business plan, one focused on marketing, networking, and obtaining monetary donations, and one focused on creating and implementing the internship program.

**Net Impact**
The club matches current MBA and undergraduate business students with socially responsible opportunities on campus and in the local community. Net Impact also focuses on sustainability issues, hosting several student-run initiatives. In 2009, Net Impact members achieved the following:

- Under Net Impact leadership 9 MBA students visited the Ross School at the University of Michigan for the Sustainability Conference.
- 32 MBA students traveled to Cornell for the national Net Impact conference (4 times as many as the previous year).
- Net Impact Club also hosted a panel discussion, with approximately 100 people in attendance, on business ethics with the CSR director from Merck and a supply chain manager from Coca-Cola.
- In April, Net Impact coordinated with the MBA Office, The Friends of the St. Joe River, and the Student Activities Committee to host a River Clean Up as a TGIT. Over 35 students came to pick up trash along a 1.5 mile stretch of the St. Joseph River.
Net Impact was also very much involved with a new course added to the MBA curriculum: Ethical Leadership in Sustainable Enterprise. NI leaders advised with faculty on the syllabus for the class and promoted the class to club members and the entire MBA student body.

Net Impact leaders led the initiative for double-sided printing throughout Mendoza College.

Net Impact took the lead on coordinating community service for the entire MBA program with 4 different community service organizations: The Logan Center, The Center for the Homeless, Soup of Success, and Slice of Life.

The director for the South Bend Center for the Homeless spoke at a meeting and gave a standing invitation for future involvement.

The Net Impact Service Corp was revitalized and strong relationships were developed through service to Feeding America, the Northern Indiana Food Bank, and Catholic Relief Services.

The DEED project was founded and has 9 volunteers that work with the Robinson Community Center to teach entrepreneurship and problem solving.

In the spring the Notre Dame Chapter linked the Net Impact national job board to the Career Development website with the help of Jeff Morris.

It facilitated countless introductions to business professionals at the U. Michigan and Cornell Net Impact conferences. These led to several interviews and at least one internship with a socially conscious brand-strategy start-up.

David Murphy, venture capitalist and CEO of Better World Books spoke at one of the meetings and has offered to help facilitate career development opportunities for Net Impact moving forward.

Net Impact was voted ‘Best MBA Club for 2009-10’.

International Club of Notre Dame du Lac: The mission of the club is to empower students through the ethical advancement of international commerce by developing leadership, entrepreneurial ability, practical management skills, and global interaction.

SOCIAL VENTURES
Better World Books
Topping the 2009 BusinessWeek “America’s Most Promising Entrepreneurs” list were the founders of Better World Books – a 2003 winner of the Notre Dame Social Venture Plan Competition. Since its founding, the online bookseller has donated more than $5 million to literacy programs and libraries worldwide.

Fair Trade Sports
Scott James (MBA ’99) also received recognition in the BusinessWeek “America’s Most Promising Entrepreneurs” list for the startup, Fair Trade Sports. Fair Trade Sports brings to North America the first line of sports balls for soccer, football, basketball, and more, that are certified green and certified Fair Trade. Like the Newman’s Own brand, all of its after-tax profits are designated for children’s charities. All Fair Trade Sports balls are vegan and union made. http://fairtradesports.com/
Principle 2
Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United States Global Compact.

ASPEN INSTITUTE’S “BEYOND GREY PINSTRIPE” SURVEY

In October 2009, the Aspen Institute released its 2009-2010 edition of Beyond Grey Pinstripes (BGP), a “biennial survey and alternative ranking of full-time MBA programs that integrate issues of social and environmental stewardship into curricula and research.” (www.beyondgreypinstripes.org) In 2009, the BGP survey reported that Mendoza College of Business received the honor of ranking fifth in the Top 100 business schools in the United States that integrate corporate social responsibility (CSR) into curricula and research. The participating schools were measured in four specific areas: availability of relevant courses, student exposure, relevant courses on for-profit impact, and faculty research.

INTERTERM INTENSIVE
Interterm Intensive courses are offered in both the fall and spring semesters and last for one-week respectively. During Interterm Intensives, first-year MBA students take on a current corporate social responsibility case facing a major corporation. They work closely with company executives, analyzing the issue, and present their findings to a panel of judges. Examples of 2009 Interterm Intensive offerings that address issues of CSR, business ethics and sustainability include:

- **Santiago, Chile & Buenos Aires, Argentina** – This 10 day program exposes students to South American business opportunities and social development understanding in Santiago, Chile and Buenos Aires, Argentina. MBAs attend seminars and lecture modules in both cities that discuss the rapidly developing economy within many industries and the flourishing trade and import-export market. Students learn to understand the political, economic, and social landscape of these two emerging countries.

- **Business Research, Decision Making, and Communication Fundamentals** – First-year MBA students will work in teams to participate in a case competition involving a corporate social responsibility issue faced by General Electric, a leader in innovations aimed at solving the world’s toughest problems. While building critical skills in researching, crafting an argument, and presenting a solution, students will also develop a greater understanding of corporate social responsibility challenges faced by world-class companies.

- **Positioning Corporate Social Responsibility** – Students will have the opportunity to participate in a live case that addresses CSR as a potential strategic differentiator for Green Mountain Coffee Roasters, Inc. (GMCR), a leader in the specialty coffee industry, and its brands. Students will be divided into teams and will deliver a recommendation identifying: the relationship between the enterprise, the business units, and the brands with respect to CSR; Appropriate CSR positioning for the enterprise, business unit, or brand; specific goals, metrics, tactics, timing, and estimated resource requirements to bring the recommended CSR positioning to life inside the enterprise and in the marketplace.

- **Creating an Experiential Marketing Campaign** – Students will team up to function as independent marketing agencies who receive a request for proposal (RFP) for the Trisomy 18 Foundation, a not-for-profit. The goal of this campaign is to broaden awareness and expand the support base for the foundation to assist families and their children who are impacted by Trisomy 18, a devastating genetic disease that results in high rates of mortality in the first month of life. Over the course of the class, the agency teams will develop a “new business” pitch to present their nontraditional marketing campaigns.
PROGRAMS

In their academic experiences, Notre Dame students learn skills they can use to solve some of the toughest problems in business, and do so with a consciousness of how their actions impact their larger communities. Social responsibility is in the DNA of Notre Dame’s learning community.

A new curriculum launched in 2005 focuses on problem-solving opportunities in the context of individual ethics, organizational effectiveness and promoting the greater good. All 14 required courses and a notable 93 electives integrate social, ethical or environmental issues.

Ethical decision making is far from knowing right and wrong and involves the application of theories – philosophy, theology and psychology – as well as rational reasoning. Through both required and elective courses, students are encouraged to hone their ethical judgment in real-life situations. Notre Dame seeks to sensitise its students to the ethical dimensions of professional situations, domestically and globally, by equipping them with various frameworks to identify and examine options. Students are also encouraged to reflect on their own personal values and how those values map to organizations.

MNA Program

Rooted in the Notre Dame tradition of academic excellence, the Mendoza College of Business MNA degree’s mission is to develop exemplary leaders serving non-profit organizations. The Master of Nonprofit Administration Program develops the administrative leadership skills of people in non-profit organizations.

The MNA Program design offers a flexible structure with on-site courses held in the summer and electives offered via e-learning during the fall and spring. Accommodating the full-time work schedules of participants, the program enables degree completion between 14 - 50 months. The program is part of the Mendoza College of Business, ranked #1 by Business Week in business ethics. It is also part of the University of Notre Dame, a top twenty university, richly rooted in the tradition of social service.

MSA Program

The University of Notre Dame’s M.S. in Accountancy Program is a two-semester program designed to help students develop the skills and knowledge necessary to excel in careers involving, financial reporting, consulting, or taxation. The accounting curriculum requires students to not only learn specific rules and techniques, but also to research and analyze issues and communicate their findings. In addition, the role of the accountant in global society and the importance of professional conduct are emphasized throughout the curriculum.
The Notre Dame MSA curriculum also broadens student abilities through finance, management and communication courses taken with MBA students. Its graduates report that the M.S. in Accountancy Program has greatly enhanced their professional and personal lives. They have developed not only valuable accounting skills, but also the ethical awareness required to maintain integrity in business. Furthermore, they believe the case-study approach used in the graduate program allows them to connect theory with practice.

Executive Education
Founded in 1980, Notre Dame Executive Education offers executive non-degree and degree programs, awarding about 120 degrees annually and delivering programs on and off campus, throughout the United States and abroad. In 2009, approximately 226 students were enrolled in the 17-month Executive MBA program in Chicago, the 21-month South Bend program and an off-site classroom in Cincinnati. More than 1,311 leaders have participated in the innovative Executive Integral Leadership (EIL) program since its launch in December 2002. A cornerstone of Notre Dame’s Executive Education, the integral approach incorporates moral, spiritual and ethical strengths as well as other personal dimensions into leadership training.

SAMPLE 2009 COURSES RELATING TO PRME PRINCIPLES

ACCT40660: Tax Assistance Program (TAP)
Students learn to empathize with those living with limited resources by preparing tax forms for low-income, disabled and elderly local residents. Each year, Notre Dame’s Tax Assistance Program volunteers serve more than 1,500 people and complete 3,000-plus tax forms. Notre Dame alumni have started similar outreaches in more than 20 cities around the nation.

BAMG30310: Junior Challenge: Foresight in Business and Society (Tom Frecka & Other)
Starting in Fall 2009, all Mendoza juniors participated in a research course, “Junior Challenge: Foresight in Business and Society”. The course teaches students to think critically about emerging global and environmental trends, their implications, proposed actions for intervention, and the ethical considerations of different choices. The course was developed by Accountancy Professor Tom Frecka, with assistance from instructor Margot Cleveland and Jay McIntosh, a former consumer products industry executive at Ernst & Young.

ACCT40510: Auditing and Assurance (James Fuehrmeyer)
Graduate accountancy students encounter the gray areas of accountancy practice when they step into Professor James Fuehrmeyer Jr.’s Auditing and Assurance course. He fosters class discussion by drawing on complex case studies from his 27 years with Deloitte & Touche – most recently as partner responsible for audit quality assurance in the Chicago and Eastern Iowa practices. “Auditing is not just solving problems, it is making judgments on decisions,” he said, noting that he wants his students to have the backbone to stand up and say, “That’s wrong,” when necessary.

MBCM70520: Intercultural Communications (Sondra Byrnes & Elizabeth A. Tuleja)
In Spring 2009, the Fanning Center launched this new course in response to MBA students’ recognition that the global economy demands sensitivity to culture and how it affects communication. Taught by Professors Sondra J. Byrnes and Elizabeth A. Tuleja, the course examines why people function as they do – culture by culture – and analyzes intercultural case situations to see these theories at work. “The challenge is to balance the research that identifies cultural characterizations with the realities of individual differences,” says Byrnes. “The students, especially the international students, bring rich materials to the
classroom. Utilizing those personal experiences in tandem with the research while insuring that we all avoid overgeneralizations and stereotyping is not always easy."

BAMG30310: Research in Future Issues (Jay McIntosh)
Students stay on the cutting edge with this in-depth course, which examines major demographic, environmental and global trends and the future of business. The bulk of the class is research-based, and students can tailor the material to their own interests. In Spring 2009, 54 undergraduates enrolled for this course.

MGT40490: Business Problem Solving (Viva Bartkus)
This class will develop your corporate street smarts to leverage your creative and problem-solving skills. Through hands-on techniques and exercises, you’ll learn how to ask the right questions, gather the right data and use it to improve your judgment and make better decisions for all stakeholders.

MGT60300: Leadership & Organizational Behavior (Michael Crant)
Ethics and social responsibility are integrated into many of the course topics, including employee motivation, outsourcing, off shoring and downsizing, and unethical behavior in corporate cultures such as Enron. A broad approach toward appreciating organizational behavior is taken, and the course regularly expands our thinking on how managerial processes and decisions affect various stakeholders.

MGT60900: Strategic Decision-Making (James H. Davis)
This class examines the strategic management process—translating the products of strategic thinking into definitive plans that can be operationally implemented. Four core concepts of strategic sustainability of a firm are discussed and evaluated: global trends, environment and energy, poverty, resources and the management of waste.

MBET60370: Ethics in Finance and Banking (Georges Enderle)
This course focuses on ethics in finance and banking and is taught by an interdisciplinary team of faculty across the fields of economics, investments, finance, banking and ethics. The course covers a broad range of topics, including foundational issues of ethics and economics; financial institutions and trustworthy business behavior; and global principles for international banks to manage environmental and social risks.

BAET30511: UN Global Compact II (Oliver F. Williams, C.S.C.)
This course will first review the material from BAET 30510/ UN Global Compact and then proceed to study the various criticisms of voluntary codes such as the Global Compact. The object of the study will be to gain some insight into which of the criticisms might be valid and then to propose some modifications of the Compact. The course will include distinguished speakers in the field and will use the recently published book Peace Through Commerce: Responsible Corporate Citizenship and the Ideals of the United Nations Global Compact. BAET 30510 is not a prerequisite for this course.

MNA70410: Ethics Theory (Pat Murphy)
This course examines a range of ethical issues and value dilemmas facing the nonprofit manager and the nonprofit organization. Emphasis is given to the formulation and implementation of organizational social policy, the development of sensitivity to moral and economic values within situations, and the ability to examine complex ethical situations and reach decisions for action.

Expanded Nonprofit Education Offerings
The MNA program served more than 300 nonprofit leaders through new customized programs, offered on campus and offsite from 2008-2009. Targeted programs included:
Volunteers of America Executive Development Program – Two weeklong programs for emerging leaders of Volunteers of America. The program included coursework, executive coaching, peer exchange and personal leadership assessment.

Cicero Youth Task Force in Business Excellence – Two-week program for community nonprofit leaders, which covered strategic planning, fundraising, budgeting and leadership skills.

Leaders in Transition – Two one-week programs to help returning service volunteers transition to full-time employment.

From Mission to Service – Two-part strategy and mission program for leadership teams from Catholic Charities agencies (supporting faculty from ND Theology Department and Holy Cross Order).

ADDITIONAL 2009 COURSE EXAMPLES INCLUDE:

**MSA:**
- 70751: “Ethics in Accounting”
- 70611: “Tax Research”
- 70429: “Innovation Seminar”

**MNA:**
- 75110: “Field Project”
- 66110: “Legal Environment”
- 70410: “Ethics Theory”
- 60510: “Board Relations & Management”
- 60110: “Management Communication”
- 60410: “NFP Marketing for Nonprofits”

**MBA:**
- 60330: “International Business Ethics”
- 60370: “Ethics in Finance & Banking”
- 60380: “Ethical Dimensions of Leadership”
- 70460: “International Management”
- 70520: “Intercultural Communications”
- 60340: “Foundations of Principled Business Conduct”
- 70430: “Negotiations”
- 70510: “United Nations Global Compact”
- 70520: “Sustainability in Business”
- 70420: “Innovation and Design”
- 70489: “HR Practices in High-Performing Organizations”

**UNDERGRADUATE:**
- 30420: “Business Writing”
- 30490: “Persuasion”
- 20300: “Intro to Business Ethics”
- 30301: “Marketing Ethics”
- 30510: “United Nations Global Compact”
- 30400: “Marketing and Technology”
- 30300: “Giving Voice to Values”
- 30500: “Globalization & Corporate Responsibility”
- 30530: “Managing Organizational Compliance & Ethics”
- 40300: “Business Ethics Field Project”
- 30520: “Topics in Sustainable Business”
- 30210: “Ten Years Hence”
- 30506: “Microventuring I and II”
- 40420: “Innovation and Design”

**EXECUTIVE EDUCATION:**
- 60509: “Business Ethics”
- 60701: “Weave”
- 70619: “Foundations of Ethical Business Conduct”
- 70643: “Spirituality in the Workplace”
- 70626: “Leading Innovation and Change”
- 60525: “Executive Integral Leadership Residency”
**PANEL DISCUSSIONS/FORUMS/CONFERENCES**

**MBA Diversity Conference**
Diversity experts from Major League Baseball, USA Swimming and global corporations addressed students during the second annual MBA Diversity Conference, held in February 2009. Topics ranged from how to build diversity in a sport, to what form diversity training should take, to how to cultivate effective partnerships with minority and women-owned businesses. The student-run conference was chaired by Michael Burns (MBA ’09).

**Marketing and Public Policy Conference**
Mendoza College of Business professors William L. Wilkie and Patrick E. Murphy organized the inaugural Marketing and Public Policy Conference in 1989 and a 10th anniversary conference in 1999, both held on the Notre Dame campus. This groundbreaking conference brings together an international roster of academics, marketing practitioners, government officials, consumer representatives and legal professionals to discuss current issues and research that has implications for regulatory actions and marketing practices. In 2009, Professor Wilkie and Elizabeth S. Moore, Associate Professor and Notre Dame Chair in Business, chaired the conference in Washington, D.C., which was the largest gathering to date, featuring more than 150 presentations by scholars and regulatory leaders.

**ND Scholars Conference**
Deep analysis takes effort and heart, particularly when facing the complexity and uncertainty of large-scale social and environmental issues. Seventeen Mendoza undergraduates stepped up to the challenge by presenting their research findings at the ND Scholars Conference in April 2009. Among the topics they explored were the future of desalination, creating eco-friendly products and services, and robotics innovation in health care.

**AWARDS/RECOGNITIONS**

- **Patrick E. Murphy** - marketing professor and C.R. Smith Co-Director, Institute for Ethical Business Worldwide, received a Fulbright Fellowship in summer 2009. He collaborated with French scholars in Lille, France, on issues related to business and marketing ethics in Europe and the United States, as well as sustainability in business.

- **William Wilkie** - the Aloysius and Eleanor Nathe Professor of Marketing, received the American Marketing Association Marketing & Society Special Interest Group Lifetime Achievement Award in August 2009. The award recognizes outstanding contributions in the field of marketing and society, public policy and marketing ethics. This is just the second time the award has been given by this leading professional association of marketing scholars and practitioners. Professor Wilkie, who joined the Notre Dame faculty in 1987, is among the most cited authors in the field of marketing.

- **Executive Education BusinessWeek Rankings** – the EMBA program at the University of Notre Dame ranked No. 20, while its custom programs earned a No. 19 slot in the BusinessWeek biennial survey of the world’s top 25 executive education programs. The ranking was announced online Nov. 5, 2009 and was also available in the print magazines. Graduate comments accompanying the survey lauded the program for its ethics-focused curriculum and for bringing real-world cases and executive guest speakers into the classroom, particularly during an extraordinary time when the financial crisis was unfolding in the country.
ACADEMIC CENTERS
Mendoza College of Business’ academic centers enable students and faculty to delve deeply into areas of interest and to impact the public debate on vital business issues.

 Institute for Ethical Business Worldwide seeks to promote positive illustrations of ethical and socially responsible business conduct throughout the world. The institute stresses the importance of ethical leadership as a cornerstone to building a stronger sense of integrity and values into all business firms.

 Center for Ethics and Religious Values seeks to strengthen ethical foundations in business and public policy decisions by fostering dialogue among academic and corporate leaders, as well as by research and publications. The center’s ethics curriculum is integrated through Notre Dame’s business coursework.

 Gigot Center for Entrepreneurial Studies encourages innovation among current and aspiring entrepreneurs. Through a unique curriculum, business plan competitions, and mentoring opportunities with Notre Dame alumni, students gain vital experience and the skills necessary to build successful businesses. The undergraduate entrepreneurship program was ranked 19th in the 2009 U.S. News & World Report, America’s Best Colleges.

 Fanning Center for Business Communication provides coursework in all facets of human communication, from writing and speaking to listening and group interaction. In addition to classroom success, Fanning Center faculty also has earned an international reputation for its research and publications.

 Service Learning and Community Outreach at Mendoza coordinates applied, community-based learning initiatives for our faculty, students and programs. Mendoza connects its students to the local, national and international community to work towards realizing a fundamental tenet of our University’s mission that states, in part, “to create a sense of human solidarity” and concern for the common good that will bear fruit as learning becomes service to justice.”

 Center for Social Concern is a service and community-based learning center outside of Mendoza but part of the Notre Dame community that provides educational experiences in social concerns inspired by Gospel values and Catholic social traditions. Undergraduate students at Mendoza College of Business can enroll in a variety of courses in the following three categories:
  o Experiential Learning (EL) – classes that put students in direct contact with some aspect of the issue being studied in their coursework. The off-campus area offers sites for learning, but students don’t necessarily engage in service.
  o Community-Based Learning (CBL) – courses where students contribute to the community beyond the campus.
  o Community-Based Research (CBR) – classes that involve students in an investigation of a question of concern to a non-profit community organization. The results of the study are intended to assist the organization.

ETHISPHERE
The January 2009 edition of Ethisphere Magazine, a publication created to illuminate the important correlation between ethics and profits, published an article written by Carolyn Woo, Dean of Mendoza College of Business, University of Notre Dame. This article highlighted the importance of continued faith in human beings and the common good, despite the debacle in the marketplace. In the article, Dean Woo shared short stories of faith, hope, and inspiration to demonstrate that one’s environment should never dictate limitations for business for good.
**Principle 4**

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

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**2009 PUBLISHED FACULTY RESEARCH (ABSTRACTS)**


*Values-Based Multinational Management* provides an agenda for practical action, with special reference to the United Nations Universal Declaration of Human Rights and the United Nations Global Compact. It informs and addresses the values concerns of multinational business managers. It presents its examples and analyses in a clear and concise manner and will be of use both to practitioners in the business community and students and scholars of business ethics.


This article examines the occurrence of ethics-related terms in 10-K annual reports over 1994–2006 and offers empirical observations on the conceptual framework of Erhard et al. (Integrity: A Positive Model that Incorporates the Normative Phenomena of Morality, Ethics, and Legality (Harvard Business School, Harvard) 2007). We use a pre-Sarbanes-Oxley sample subset to compare the occurrence of ethics-related terms in our 10-K data with samples from other studies that consider virtue-related phenomena. We find that firms using ethics-related terms are more likely to be “sin” stocks, are more likely to be the object of class action lawsuits, and are more likely to score poorly on measures of corporate governance. The consistency of our results across these alternative measures of ethical behavior suggests that managers who portray their firm as “ethical” in 10-K reports are more likely to be systematically misleading the public. These results are consistent with the integrity-performance paradox.


This book, in honor of David Messick, is about social decisions and the role cooperation plays in social life. Noted contributors who worked with Dave over the years will discuss their work in social judgment, decision making and ethics which was so important to Dave.

The book offers a unique and valuable contribution to the fields of social psychology and organizational behavior. Ethical decision making, a central focus of this volume, is highly relevant to current scholarship and research in both disciplines. The volume is suitable for graduate level courses in organizational behavior, social psychology, business ethics, and sociology.
Management Communication: A Case-Study Approach discusses strategic communication methods that support the development of ethical and effective managers at all levels of business. For professors who know students need effective communication skills to be successful in the business world, this text provides a strategic, yet practical view of managerial communication. In this fourth edition, three dozen case studies are provided to help students see how their new skills would work in a real setting. A new chapter has also been added on Persuasion, examining the science behind influencing decision making in others.


This article examines how Arthur Andersen’s reputation was tarnished following news that its Houston office had shredded documents related to the auditing of energy giant Enron. Earlier studies documented widespread spillover of the reputation effect, suggesting a strong commonality in Big 5 audit practices. We examine whether the market is more discriminating in its assessments. We focus on the roles industry specialization of auditors and the geography of clients’ audit offices play in accounting for the contagion. Our results are supportive of investors who differentiate audit practices by industry and who account for the location of the specific office where the audit work is done. We find that losses suffered by energy firms or firms located close to Houston are equivalent to approximately 90% of the aggregate abnormal losses suffered by Big 5 clients. Our evidence suggests the possibility of more localized impact of accounting scandals and supports accounting regulations targeted at individual industries.

OTHER 2009 FACULTY RESEARCH EXAMPLES (RELATING TO PRME)

- Tenbrunsel, Ann E., Diekmann, K.A., Wade-Benzoni, K.A., and Bazerman, M.H. “The Ethical Mirage: A Temporal Explanation As to Why We Aren’t as Ethical as We Think We Are.” Research in Organizational Behavior. 2009.


Management Communication: A Case-Analysis Approach discusses strategic communication methods that support the development of ethical and effective managers at all levels of business. For professors who know students need effective communication skills to be successful in the business world, this text provides a strategic, yet practical view of managerial communication. In this fourth edition, three dozen case studies are provided to help students see how their new skills would work in a real setting. A new chapter has also been added on Persuasion, examining the science behind influencing decision making in others.
Principle 5

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

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**ALUMNI RELATIONS**

**“Getting It Right” Professional Development Seminars**

Events in San Francisco and New York featured presentations by Management Professors Ed Conlon and Viva Bartkus on values-based problem solving. In a globalized world of increasing complexity, competition, and uncertainty, professors of Management at the Mendoza College of Business, Dr. Viva Bartkus and Dr. Ed Conlon believe that one can tackle even the biggest challenges in a confident way by focusing on three themes: discovering solutions from the problem’s symptoms; moving from analysis to action; and driving solutions through the organization.

- “Peering into the Green Future: The Trends and Innovations Forging an Abundant Society in Balance with Nature,” Josh Dorfman, Founder and CEO, Vivavi
- “Foresight Development in a World of Accelerating Change: Thoughts from an Evo-Devo Futurist,” John Smart, President, Acceleration Studies Foundation
- “Energy Sustainability – A View to 2030,” Patrick T. Mulva, Vice President and Controller, Exxon Mobil Corporation
- “Sustainability: Past, Present and Future from a Corporate View,” Jean Sweeney, Vice President, Environment, Health and Safety Operations of 3M
- “Keeping America Great,” David Walker, President and CEO, Peter G. Peterson Foundation

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**BUSINESS ADVISORY COUNCIL**

The mission of the Notre Dame’s Advisory Councils’ program is to support the University’s providential mission to be a great Catholic university by involving alumni and friends in the life of the University. In the September 2009 Business Advisory Council meeting, members watched the Mendoza College of Business “Ask More” video, and engaged in reflection and discussion about Mendoza’s stance in advancing the future of ethical business. In addition, council members participated in a lecture provided by Josh Dorfman, or “The Lazy Environmentalist”, who spoke on the subjects of innovation-based environmentalism and sustainability.

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**Ten Years Hence Lecture Series**

In this lecture series, national experts present their views of what issues, ideas and trends will likely affect business and society over the next decade. The 2009 Ten Years Hence lecture series focuses on the topic of sustainability. Notre Dame alumni have access to video recordings of all Ten Years Hence lectures from 2005 to present online. Examples of lecture titles from the 2009 series include:

- “Peering into the Green Future: The Trends and Innovations Forging an Abundant Society in Balance with Nature,” Josh Dorfman, Founder and CEO, Vivavi
- “Foresight Development in a World of Accelerating Change: Thoughts from an Evo-Devo Futurist,” John Smart, President, Acceleration Studies Foundation
- “Energy Sustainability – A View to 2030,” Patrick T. Mulva, Vice President and Controller, Exxon Mobil Corporation
- “Sustainability: Past, Present and Future from a Corporate View,” Jean Sweeney, Vice President, Environment, Health and Safety Operations of 3M
- “Keeping America Great,” David Walker, President and CEO, Peter G. Peterson Foundation
- “Sustainability and Corporate Responsibility: The McDonald’s Story,” Jack Daly, Senior Vice President – Corporate Relations and Chief Communicating Officer, McDonald’s Corporation

CORPORATE PARTNERS
Notre Dame has joined with a consortium of corporate partners who support the University’s commitment to ethical global leadership. Member companies benefit from access to talent and knowledge through such initiatives as submitting case studies, participating in immersion and Interterm Intensives learning opportunities, and through priority recruitment activities and special recognition. The current list of corporate partners includes:

- Robert W. Baird & Co.
- The Boeing Co.
- Robert Bosch LLC
- Emerson Electric Co.
- IBM
- NEO Industries, LLC
- Pace Global Energy Services, LLC
- PPG Industries, Inc.
- Stryker
- Whirlpool Corp.
- Xerox Corp.

EXECUTIVE PROGRAMS

Unleashing Your Leadership Potential
Five major corporations sent 22 of their high potential leaders to campus in August 2009 to take part in a new three-day program, titled Unleashing Your Leadership Potential, with a goal of preparing them for their transition to a greater leadership role. Through the use of the integral model and a greater understanding of their own values, and by probing a problem they are currently facing back at work, these high performers were challenged to broaden their own view of a leader’s responsibility and impact.

Vital Leadership Advantage
In 2009, Executive Education engaged in the planning, strategizing and development process of its new program, Vital Leadership Advantage. This program, for high-level executives with 20+ years of experience, focuses on pressing business issues that demand innovative and global-minded solutions. Participants will learn and practice tools that will take them beyond what they already know and allow them to create necessary, sustainable change. The Vital Leadership Advantage also builds upon the integral model and encourages participants to reflect on personal values.

Executive Integral Leadership
Executive Integral Leadership is designed precisely for a high level leader who is eager to benefit from increased self-knowledge and then allow it to effect change. In 2009, 66 executives participated in the open-enrollment EIL program, while 121 EMBA students participated through an immersion week.
Nonprofit Executive Leadership Program
This was an inaugural 10-day certification program held in Fall 2009 for Nonprofit Executive Leadership in St. Joseph County. The University of Notre Dame and the Community Foundation of St. Joseph County extended their commitment to excellence in nonprofit leadership by offering this program, which features 16 experts from the University of Notre Dame and across the country. It involved four 2 1/2 day sessions covering topics such as: enhancing leadership skills, exploring legal areas that affect nonprofit employment relationships, identifying risk management areas, examining ethical dilemmas, designing an effective succession plan, accountancy and financial statements, improving your negotiating skills, preparing for program evaluation, and tapping the potential of innovation in your workplace.

Volunteers of America
Held from October 11-16, 2009, this program provided leadership development for emerging leaders from hundreds of diverse human service programs that VOA provides across the nation. University of Notre Dame, in collaboration with Volunteers of America, offers an executive development certificate program that incorporates important facets of formal education, mentorship, executive coaching, peer exchange, and personal leadership assessment. Topics include: leadership, innovation, accounting, strategic planning, creating a philanthropic culture, caring for nonprofit caregivers, crafting your own lifelong financial plan, understanding vital organizations, creating work that is meaningful, developing and sustaining inspired performance and averting burnout.

Educational Leadership Program
The Notre Dame Educational Leadership Program will prepare talented individuals for public school leadership and is an innovative partnership between the University of Notre Dame’s Institute for Educational Initiatives (IEI) and the Mendoza College Executive Education program. In 2009, Christopher Clemons was announced the inaugural director of this new program, which is funded by a grant from the Kern Family Foundation in Waukesha, Wisconsin. The ELP provides financial aid for students to enroll in Notre Dame’s Executive MBA program and to participate in the Summer Institute through the IEI in preparation for licensure as principals in district and charter schools. The program will enroll its first students during the 2010-11 academic year.

THEODORE M. HESBURGH AWARD
General Electric Co.’s ethics training program and sustainable practices initiative earned the company the 2009 Theodore M. Hesburgh Award for Exemplary Ethical, Environmental, Social and Governance Practices. Keith Sherin, chief financial officer for GE, accepted the award.
LECTURES AND LECTURE SERIES

Ten Years Hence Lecture Series
In this lecture series, national experts present their views of what issues, ideas and trends will likely affect business and society over the next decade. The 2009 Ten Years Hence lecture series focuses on the topic of sustainability. Students, faculty and the community use guest speaker comments as a springboard for structured speculation and discussion about emerging issues.

John A. Berges Lecture Series – Ethical Implications of the Recent Financial Crisis
This annual lecture series, presented each fall by the Center for Ethics and Religious Values in Business and the Institute for Ethical Business Worldwide, features senior executives speaking about the current ethical issues of business. The 2009 lecture series included the following topics:

- The Ethical Implications of the Recent Financial Crisis” – John Russell, Relative Value Partners
- “The Importance of Ethical Leadership” – John E. Rooney, CEO, U.S. Cellular
- “Corporate Responsibility of Multinational Corporations” – Neville Isdell, Chairman of the Coca Cola Company
- “Instilling Ethical Principles into an Organization” - Barbara Porter, VP of Business Development and Sales, Nicor National
- “Can a Value be Placed on Values?” - David Langstaff, former CEO of Veridian Corporation

Institute for Ethical Business Worldwide Lecture
On November 10, 2009, John (Jack) R. Mullen presented on the topic of “Leadership in a Corporate Crisis: Johnson & Johnson and Tylenol.” Jack Mullen served as VP for Corporate Affairs at Johnson & Johnson and was instrumentally involved in the response to the 1982 Tylenol crisis – a best practice business teaching case in ethics, leadership and crisis management used by universities and businesses around the globe.

Ethics Week
Since 1998, the Mendoza College of Business has sponsored its annual Ethics Week to encourage discussion of ethical matters in undergraduate and graduate business classes at Notre Dame. Speakers for the 2009 Ethics Week held February 16-19, 2009 included:

- February 16: “Ethical Issues and Radiation Exposure: A Business Perspective”
  Patricia Ann Fleming, Vice-President and Dean of Faculty at Saint Mary’s College
- February 17: “Managing Compliance and Ethics During a Time of Crisis”
  Bill Senhauser, Senior Vice-President and Compliance Officer of Fannie Mae
- February 18: “Ethics and Professional Sports”
  Panel Discussion: Sherard Clinkscales (Assistant Baseball Coach at Notre Dame and former professional baseball player), Mike McNeill (ND Alumn and former professional baseball player)
professional hockey player), and Chris Zorich (ND Alum and former professional football player)

- February 19: “Ethical Dimensions of Data Mining”
  Barry Keating, Professor at Mendoza College of Business

**Boardroom Insights**

In the annual Boardroom Insights lecture series offered by Mendoza College of Business, chief executive officers from companies including Target Corp. and Sprint Nextel talk about current business issues. The purpose of the Boardroom Insights series is to invite executives to reflect on critical issues and experiences in the business world, including business ethics, sharing their insights in a mix of lecture and discussion sessions. Topics vary from speaker to speaker, ranging across the spectrum of business concerns in order to expose students to the opportunities and challenges inherent in today’s global business environment. Speakers select ideas they feel are relevant and valuable to students’ development as they prepare for a professional career. The speaker schedule for the 2009 Boardroom Insights series is:

- Sept. 3: Daniel Hesse, CEO, Sprint Nextel
- Sept. 18: Gregg Steinhafel, CEO, Target Corp.
- Oct. 2: Daniel Jorndt, former CEO, Walgreen Co.
- Oct. 9: Pat Ward, vice president and chief financial officer, Cummins Inc.
- Nov. 6: Kathy DiGorno, vice president, Medtronic Co.
- Nov. 20: Michael Holston, vice president, Hewlett-Packard

**PANEL DISCUSSIONS, FORUMS AND CONFERENCES**

**PricewaterhouseCooper Faculty Workshop and Seminar**

During this two-day workshop for faculty members, Mendoza College of Business partners with a corporate partner to address relevant issues of concern. In April 2009, PriceWaterhouseCooper partnered with the College to present on the issue of climate change. The workshop provided an opportunity to gain an appreciation for the implications of climate change and an understanding of the financial aspects of climate change. Workshop sessions were facilitated by PWC professionals and corporate representatives and were an efficient way to get acquainted with the topic and the corporate reporting trends. Session topics included: dimensions of climate change; responsibility framework/regulation; corporate responses; and global reporting and the information environment. This is an annual event with various corporate partners.

**Pickens Plan at DeBartolo Performing Arts Center**

Energy executive T. Boone Pickens conducted a town hall meeting on October 26, 2009 to discuss his Pickens Plan for U.S. energy independence from imported oil. Sponsored by the Mendoza College of Business and the Office of the Provost, the talk was a free but ticketed event that was open to the campus and local communities. It included a 30-minute presentation by Pickens, followed by a 30-minute question-and-answer session. Launched in July 2008, the Pickens Plan is a U.S. energy policy proposal that promotes alternatives to oil, including natural gas, wind power and solar energy. Pillars of the plan include:

- Creating millions of new jobs by building out the capacity to generate up to 22 percent of U.S. electricity from wind
- Adding solar generation capacity
- Building a 21st century backbone electrical transmission grid
- Providing incentives for homeowners and the owners of commercial buildings to upgrade their insulation and other energy saving options
- Using America’s natural gas to replace imported oil as a transportation fuel in addition to its other uses such as power generation and chemicals
A graduate of Oklahoma State University, Pickens began his career with Philips Petroleum. In 1954, he founded Mesa Petroleum, which by the 1980s was one of the largest independent oil companies in the world. In the mid-1990s, he founded BP Capital, which operates energy focused commodity and equity funds, and Clean Energy, the largest provider of vehicular natural gas in North America.

**MBA Diversity Conference**
Diversity experts from Major League Baseball (MLB), USA Swimming and global business spoke during the second annual Notre Dame MBA Diversity Conference held Feb. 6 and 7, 2009 at the University of Notre Dame’s Mendoza College of Business. Titled “Balancing Diversity: Celebrating Our Differences While Achieving a Common Goal,” the conference was open to the public as well as all Notre Dame students, staff and faculty. Speakers included:
- John Cruzat Jr., the national diversity specialist for USA Swimming who is leading efforts to bring ethnic diversity into the sport
- Lisa Gutierrez, executive director of global diversity at Cummins Inc., which mandates diversity training for its entire workforce
- Wendy Lewis, senior vice president of diversity for MLB, who oversees the Diverse Business Partners program, an effort to cultivate MLB business partnerships with minority- and women-owned businesses.

**OUTREACH**
Dean Carolyn Woo visited new village schools, water and irrigation facilities, startup sewing and bakery enterprises, and food distribution centers in cities and towns in Pakistan and Afghanistan. In July 2009, Woo, who serves on the board and is the audit chair of Catholic Relief Services, traveled to meet with local aid workers and humanitarian leaders to assess recent projects and to evaluate the feasibility of further outreaches in these war-torn regions. Catholic Relief Services is an international humanitarian agency serving in more than 90 countries worldwide, with annual operating revenues of more than $600 million.

**WEBSITES**

**Mendoza College of Business Website**
The Mendoza College of Business has launched a new positioning: Ask More of Business. The purpose is to challenge faculty, staff and students to consider how business can be a transforming force. The College is aligning courses, research and service learning under three supportive pillars: individual integrity, effective organizations and the greater good. New integrated communications are being developed around these themes, including a new Mendoza Web site: [http://business.nd.edu](http://business.nd.edu).

**CasePlace.org: Partner Pages**
In 2009, Mendoza College of Business created a Partner Page for the Aspen Institute’s “CasePlace.org” Website. The Partner Page is “a new feature that allows university partners to create a customized ‘channel’ on CasePlace.org to showcase their most innovative teaching materials. These channels allow schools to highlight leading edge work in the arena of social, environmental, and sustainability issues within business education.” ([www.caseplace.org](http://www.caseplace.org)) The Mendoza Partner Page includes information for the college on the following areas:
- Integrated Curriculum
- Crisis Communication
- Outside the Classroom
- Recent Faculty Research
- Dissertation Proposal Competition