MENDOZA COLLEGE OF BUSINESS
2013 UN PRME SHARING INFORMATION ON PROGRESS REPORT

submitted May 2014
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INTRODUCTION TO THE REPORT
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May 31, 2014

Shortly after learning that I would become the new dean, I began writing down all of the things we needed to do to take the Mendoza College to the next level. No matter how much and how fast the world is changing, we must always keep in mind that everything we do begins and ends with our unwavering mission.

*To build a premier Catholic business school that fosters academic excellence, professional effectiveness and personal accountability in a context that strives to be faithful to the ideals of community, human development and individual integrity.*

As I wrote a lengthy list of names, programs, ideas for programs, challenges and opportunities, four themes serendipitously popped out: Mission, Academic excellence, Globalization, Innovation. MAGI. These are our four major pillars. The four critical goals to build our future on.

Now, I have been reminded on occasion that in the Bible, there were three Magi, or wise men, who brought gifts to honor the birth of our Lord Jesus, not four. And for sure, they brought different gifts than suggested by the four pillars of MAGI. But in fulfilling the important mission of the Mendoza College, we are in a sense modern-day Magi seeking to bring gifts in service to our Lord. My hope is that in all we do, He finds these gifts are worthy of His creation.

As a signatory institution, our commitment to the six principles of PRME lends itself naturally as an extension to the four pillars of MAGI. As we seek to advance our mission, academic excellence, globalization, and innovation, we do so with the conviction that our work is meaningful only if it also serves the greater good. Whether it is through the creation of innovative programs, service learning opportunities for students, more environmentally efficient building space, or penetrating faculty research, business for good is integral to the work we do.

In this Sharing Information on Progress Report, we highlight some of our activities and achievements from the 2013 calendar. In doing so, we seek to encourage dialogue and collaboration between business education institutions to consider as well as to remind ourselves of the great responsibility we have in building future business leaders and working alongside current ones. In all we do, we must remember that our calling is not just business education, but to be a standard-bearer in the challenge to use business as a powerful force for good in the world.

Roger Huang

*Martin J. Gillen Dean of the Mendoza College of Business*  
*Kenneth R. Meyer Professor of Global Investment Management*
MENDOZA COLLEGE OF BUSINESS MISSION STATEMENT
Mendoza College of Business at University of Notre Dame is a premier Catholic business school that seeks to foster academic excellence, professional effectiveness, and personal accountability in a context that strives to be faithful to the ideals of community, human development, and individual integrity.

2013 FACTS AT A GLANCE

FACULTY
2013-2014 Academic Year: 90 Professors and 34 Professional Specialists
2012-2013 Academic Year: 87 Professors and 33 Professional Specialists

STUDENTS
2013-2014 Academic Year: 1,971 Undergraduates and 673 Graduates
2012-2013 Academic Year: 1,932 Undergraduates and 639 Graduates

PROGRAMS
Undergraduate Studies
Notre Dame MBA  Notre Dame Executive MBA
Executive Education
Master of Science in Accountancy
Master of Science in Business
Master of Science in Business Analytics
Master of Science in Finance
Master of Nonprofit Administration
Nonprofit Professional Development

ASSOCIATED PROGRAMS
ESTEEM (Master’s program in Engineering, Science, and Technology Entrepreneurship)
Joint Four-Year MBA/JD
Joint Five-Year BS/MA
Joint Five-Year Engineering/MBA

FOUR PILLARS OF MAGI
Mission
Academic Excellence
Globalization
Innovation
TIMELINE OF HISTORY WITH PRME

2000: The United Nations Global Compact launches and 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.

2002: In April 2002, Rev. Oliver Williams, director of the Center for Ethics and Religious Values in Business at Mendoza College of Business, hosts the first U.S. meeting devoted to the discussion of the U.N. Global Compact and also publishes a study revealing that the initiative has been “relatively successful,” signing up more than 1,100 companies worldwide, including more than 200 of the largest multinational firms. Rev. Williams plays an integral role in Mendoza College’s relationship with the U.N. and was one of the earliest supporters of PRME.

2007: Mendoza College of Business further advances the UN Global Compact mission as then dean of Mendoza College, Carolyn Woo, represents AACSB to engage an international task force of 60 deans, university presidents, and official representatives of leading business schools to develop Principles for Responsible Management Education (PRME). The U.N.-backed global initiative, launched under the patronage of U.N. Secretary-General Ban Ki-Moon, established six principles designed to promote corporate responsibility and sustainability in business education.

2008: In January, Mendoza College of Business becomes a signatory institution of PRME. In doing so, the College joins 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.

2012: With the approval of Martin J. Gillen Dean, Roger Huang, Mendoza College of Business accepts an invitation to serve on the PRME Champions Group. The Champions Group was created as a result of a call from the HEI community at the PRME 3rd Global Forum in Rio de Janeiro, Brazil for a leadership group to lead the way in promoting responsible management and leadership education centered on PRME values. Comprised by the most engaged and committed signatory institutions, it takes on the challenge of leading the PRME community in efforts that foster dialogue, partnership, and knowledge exchange on issues related to PRME principles. It also serves as global trendsetters through its work in tracking benchmarks, developing best practices, and advocating knowledge related to responsible management and leadership education.

2013: The PRME Champions Group launches.
MENDOZA COLLEGE: PRME KEY OBJECTIVES

- Advance the PRME principles as a leader in responsible business education as well as a PRME Champion
- Further our reach in ethical business education by creating new learning opportunities and partnerships on both the domestic and global levels
- Create innovative methods of engaging students, faculty, and the greater community in meaningful experiences that address the critical role of business as a force for good
- Invest in service learning opportunities that allow students and faculty to have hands-on experiences with integrating PRME principles in business solutions

DESIRED SUPPORT FROM PRME COMMUNITY

- Clear communication between PRME signatory institutions to uphold accountability and to encourage collaboration and dialogue on issues and events relevant to PRME principles
- Advocate for increased publishing opportunities for research related to PRME principles in top-tier journals
- Sharing of information on best practices to incorporate PRME principles in business school settings

INTRODUCTION: SHARING INFORMATION ON PROGRESS

As a signatory institute of United Nation’s Principle of Responsible Management (PRME), Mendoza College of Business agrees to provide a Sharing Information on Progress Report at least every 24 months to all stakeholders outlining the actions it has taken to support, to abide by and to advance the six principles of PRME. The following report provides an overview of how Mendoza College of Business incorporated and inspired business responsibility within its community in calendar year 2013. The report is categorized by the six principles of PRME along with specific examples of how Mendoza supports each respective principle.

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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.
STUDENT CLUBS

NOTRE DAME MBA ASSOCIATION (MBAA)
2013 Contact: Matt Kernan, President (mkernan@nd.edu)
2014 Contact: Alex Taylor, President (ataylo11@nd.edu)

The MBA Association acts as an umbrella organization for all student clubs and committees. The association supports club and committee events by assisting with marketing, funding, and operations. The association also develops unique programming to support the mission of the Mendoza College of Business to "Ask More of Business." This includes planning community service events, holding charity fundraisers, and working with faculty and staff to enhance the ethical content in Mendoza's academic curriculum and career development curriculum.

ENTREPRENEURSHIP CLUB
2013 Contact: Benjamin Miller, President (bmille17@nd.edu)
2014 Contact: John Henry, President (jhenry5@nd.edu)

The mission of the Notre Dame MBA Entrepreneurship club is to enable and support entrepreneurs at Notre Dame. Throughout its activities, the club supports entrepreneurs whose motivation transcends strictly financial gains to include individuals whose ventures benefit society. In keeping with this mission, the club is currently sponsoring an international business plan competition in partnership with Mendoza professor Melissa Paulsen and the Economic Growth Initiative, an NGO supporting entrepreneurship in Haiti. The Mendoza administration has supported this initiative by providing a $5,000 grant to be awarded to aspiring Haitian entrepreneurs who submit business plans for Notre Dame students to evaluate.
GLOBAL BUSINESS CLUB
2013 Contact: Carol Mekala, President (cmekala@nd.edu)
2014 Contact: Xiaolin Song, President (xsong1@nd.edu)

The Global Business Club holds a wide array of activities aimed at educating the members about Global business. The club has a rich mix of members representing five different continents and the club holds bi-weekly meetings/workshops designed to provide information regarding the business cultures of various countries like India, China, Nigeria, Venezuela, South Korea, Mexico etc. The speakers for club meetings are carefully chosen to represent different countries and business domains. The club is also actively involved in holding joint events with other clubs such as the Management club, Asian Club and Net Impact club and various community involvement activities. In addition to these, the club holds its annual fund-raising event called 'Irish Idol' with the proceeds from the event donated to a local charity every year.

NET IMPACT CLUB
2013 Contact: Steve Lehmann, President (slehmann@nd.edu)
2014 Contact: Marj Betubiza, President (mbetubiza@nd.edu)

The Notre Dame Graduate Net Impact club is part of a national community of more than 30,000 change makers who use their careers to tackle the world’s toughest problems. Members put their business skills to work for good throughout every sector, showing the world that it’s possible to make a net impact that benefits not just the bottom line, but people and planet too. At Notre Dame, the Net Impact Club believes that business can be a powerful force for good, and its goal is to train business leaders who will use their skills for world benefit. As members of the Notre Dame community, club participants are part of a long tradition of public service, social innovation, and peace building. Some of these activities include the Net Impact Symposium and Service Corps, which is designed to put ND MBAs to work on the real-world problems of organizations who work in sustainability and social service. In the past, we have worked with Waste Management, the YMCA, the Global Food Banking Network, and the Elkhart Center for Community Justice.
WOMEN IN BUSINESS
2013 Contact: Claire Coughlan, President (ecougl2@nd.edu)
2014 Contact: Danielle Silva, President (dsilva3@nd.edu)

The MBA Women in Business Club is a member of MBA Women International and proud supporter of women on campus. We also work in conjunction with the Forté Foundation. Our goals are to foster a strong community of women at Mendoza and beyond and to network and inspire women in business. We strive to reach these goals by holding events, club meetings, and facilitating conversations about current issues. Together, we can continue to learn through dialogue with alumni, recruiters and experienced professionals. One of our annual events is a Women’s Symposium for candidates thinking about joining the Mendoza MBA family.

BUSINESS ANALYTICS
2013 Contact: Burak Gundogdu, President (bgundogd@nd.edu)
2014 Contact: Roger Smedley, President (rsmedley@nd.edu)

The Notre Dame MBA Business Analytics Club strives to provide students with the analytical mindset necessary to excel in strategic decision making in their careers. With sensitive customer data being analyzed everyday, businesses must be mindful to protect consumer privacy. The Business Analytics club aims to include a discussion surrounding the ethics of data handling and analysis whenever possible.

ASIAN MBA STUDENT ASSOCIATION
2013 Contact: Yao Xie, President (yxie2@nd.edu)
2014 Contact: Amy Xia, President (bxia@nd.edu)

Asian MBA Student Association (AMSA) is a club that is open to all MBA students who have a common interest in Asian business and culture. It provides a community where business and career opportunities related to Asia are shared and where members can interact, learn and engage through social and professional activities to enhance the cultural and business exchange between Asia and U.S.
BLACK GRADS IN MANAGEMENT
2013 Contact: Emmanuel Malizu, President (omalizu@nd.edu)
2014 Contact: Brandon Kelly, President (bkelly16@nd.edu)

Black Graduates in Management (BGM) seeks to provide MBA students of diverse backgrounds with an opportunity to network, fellowship, and offer a service to the Notre Dame campus and surrounding community. Open to anyone who would like to join, the organizational focuses on issues pertaining to students of African descent. Though a small group, the BGM is very active within the Mendoza School of Business and the Notre Dame community. The objectives are to collaborate with the other MBA cultural clubs in order to further promote unity and diversity, connect with the undergraduates at Notre Dame and serve as mentors throughout their undergraduate careers, and offer our services through community projects to continue to build relationship between Notre Dame and the South Bend community.

CONSULTING CLUB
2013 Contact: Matt Maye, President (mmaye@nd.edu)
2014 Contact: Scott Manwaring, President (smanwari@nd.edu)

The MBA Consulting Club helps prepare students for successful careers in consulting through professional development and preparation. The Club helps sponsor networking and training events with consulting firms, both to assist students make connections while they search for internships and full-time opportunities, and also to expand their professional network for after graduation. To prepare for consulting interviews, the Club runs case prep sessions and interview debriefs. The MBA Consulting Club strives to incorporate the Mendoza College of Business mission statement of “Ask More of Business” whenever possible while hosting and running events.

MONEYTHINKND
2014 Contact: John Gore, Founder and President (jgore@nd.edu)

In Fall 2013, a student club called MoneyThinkND applied for approval by the Club Coordination Council. The club was approved in early 2014. Additional information about MoneyThink can be found at http://moneythink.org
NOTRE DAME MSA ASSOCIATION (MSAA)

MSAA supports the community service mission of the university and college by providing opportunities for MSA students to lead and participate in a wide variety of community service projects. Students generously donate their time and talents by fundraising on the behalf of local charities, sponsoring wish list drives, building homes through Habitat for Humanity and providing holiday meals and gifts for those in need. In addition, area schools benefit by having MSAA members as athletic coaches, tutors, mentors and Junior Achievement instructors. Other national groups with University of Notre Dame student chapters include: National Association of Black Accountants (NABA), Association of Latino Professionals in Finance and Accounting (ALPFA) and Beta Alpha Psi (BAP).

STUDENT INTERNSHIPS

At Mendoza College of Business, the Gigot Center for Entrepreneurship social internships are an experiential and social-learning opportunity, offered in partnership with the Center for Social Concern, for students to spend up to ten weeks in the field with a micro or social enterprise partner. These internships provide students with hands-on opportunities to further their understanding of the complexities and challenges of entrepreneurial ventures in developing countries. Students are required to participate in pre-field orientation, engage in readings relevant to the field of social/microenterprise, document their experiences via reflection and analysis, and participate in an academic analysis/presentation following the field work.

In Summer 2013, the Gigot Center placed 13 students in domestic microfinance and social enterprise internships. Partner organizations include Accion Chicago, Accion Texas, Colorado Enterprise Fund, and Network for Better Futures. In addition, 15 students were placed internationally with social enterprises and NGOs located in countries such as Ecuador, Guatemala, Egypt, Kenya, and South Africa. International partner organizations included Ikamva Labantu, Catholic Welfare and Development, The Business Place, AMPATH, CRS Egypt, and Community Enterprise (CE) Solutions. During their internships, students work with their partner organization on capacity building issues, such as accounting, financial analysis, business plan development, strategic IT, or entrepreneurship.

Principle 1: Purpose
CAPE TOWN, SOUTH AFRICA INTERNSHIPS

From within a strong pool of applications, six solid candidates were identified and accepted into the 2013 Cape Town, South Africa internship program. MBA interns have been working in Cape Town with several long-term strategic partners for over ten years. During their internships, students provide technical assistance and capacity support to the following organizations:

➤ **THE BUSINESS PLACE:** Established in 2001 as a public-private partnership, The Business Place offers aspiring and emerging entrepreneurs courses on basic life skills, starting a business, financial management, and running and growing a business.

➤ **IKAMVA LABANTU:** During Summer 2013, a Notre Dame MBA student worked for Ikamva Labantu in Cape Town, South Africa. Beginning as a grass roots organization, Ikamva Labantu has grown to a $2 million non-profit reaching over 13,000 beneficiaries annually. Ikamva Labantu’s services are focused around three groups: orphans and vulnerable children, pre-school aged children, and senior citizens. The Notre Dame MBA summer intern worked with an external marketing agency to clarify the brand’s messaging as the organization entered its 50th year of operation. The new branding was to be showcased in a corporate video, website, and 2013 annual report. The intern also developed a 3-year strategic plan document including fundraising strategies, fundraising goals, and specific program objectives.

➤ **CATHOLIC WELFARE AND DEVELOPMENT (CWD):** discontinued in 2014

ELDORDET, KENYA INTERNSHIP: AMPATH’S FAMILY PRESERVATION INITIATIVE

In 2013, the Gigot Center placed two students in its Eldoret, Kenya internship with AMPATH's Family Preservation Initiative. AMPATH (Academic Model Providing Access to Healthcare) is Kenya’s most comprehensive initiative to combat HIV, resourced by US and African academic medical centers united by a common vision. AMPATH cares for more than 100,000 HIV-infected adults and children, with nearly one-half of all patients on anti-retroviral drugs, and enrollment into the program rising by 2,000 patients per month. Additionally, AMPATH has implemented programs that foster food and economic security – through the Family Preservation Initiative – for HIV-infected persons and their families.
CAIRO, EGYPT INTERNSHIP: CATHOLIC RELIEF SERVICES

A Notre Dame MBA student interned with Catholic Relief Services in Cairo, Egypt during the summer of 2013. The intern helped design the implementation, monitoring, and evaluation plans for the Livelihoods Support Initiative, a CRS/UNHCR project targeting 2000 refugees and helping them find temporary or long-term employment. The Notre Dame MBA intern also created a new Excel model to streamline, automate, and combine the payment and reporting processes for the Cash For Work project, a CRS/USAID project providing relief to impoverished Egyptians ever since the 2011 revolution.

ADDITIONAL STUDENT WORK HIGHLIGHTS

BNY MELLON WEALTH MANAGEMENT HOCKEY HUMANITARIAN AWARD

Senior finance major, Joe Rogers, a goaltender for the Notre Dame Hockey Team, was one of 18 nominees for the prestigious BNY Mellon Wealth Management Hockey Humanitarian Award, which was presented at the Frozen Four in April 2014. The Hockey Humanitarian Award is presented annually to college hockey’s “finest citizen” and seeks to recognize college hockey players, male or female, who contribute to local and/or global communities in a true humanitarian spirit. Rogers, who was born with an underdeveloped right hand that keeps him from being able to close his catching glove, has become a role model for kids with disabilities who want to play sports, especially hockey.

Rogers volunteers with local sled hockey team River City Sled Rovers and the Irish Youth Hockey League. During the 2012-13 season, Rogers got involved with Hockey Saves, an organization that started near Fort Benning, Ga., that provides members of the military with funding and equipment to play hockey. He now is a member of the group’s board of directors.
CUSTOM ELEVATION

As a young boy growing up in Nicaragua, Christian Estrada, a senior majoring in finance at Mendoza College of Business, watched dozens of craftsmen compete for tourist dollars in Managua, the city’s capital. Oftentimes, the artisans had no choice but to cut prices significantly in order to survive the crowded retail market. In 2013, Estrada decided to attack this problem head-on, creating Custom Elevation, a company that sells handmade Nicaraguan wares ranging from coasters and wine-bottle holders laser-engraved with Notre Dame’s logo, to intricately woven hammocks. Estrada and his two business partners, Notre Dame senior David Kenney and alum Roberto Pellas (ND ’13) raised about $25,000 in capital so far, $10,000 of which was spent designing a safe workspace for the 11 artisans the company employs. Estrada and his partners continue to work towards the goal of eventually providing the artisans with a fair living wage. Estrada, who has taken classes in social entrepreneurship and is a sustainability minor, wants to ensure the company has an impact beyond just improving the lives of the artisans working for him. To accomplish that, 5 percent of the company’s proceeds are going to Mentores Solidarios, a nonprofit that helps impoverished Nicaraguans complete their education.

NOTRE DAME VENTURE FAIR

The Notre Dame Venture Fair, hosted by the Gigot Center for Entrepreneurship, took place on April 19th in the Stayer Center for Executive Education. Now in its ninth year, the Venture Fair show cases select Notre Dame startups in a format similar to an old-fashioned science fair, with walk-through exhibitions describing the various ventures. In 2013, the ventures ran the gamut, from a natural gas outfitter designed to convert gasoline-powered vehicles into bi-fuel vehicles that run on compressed natural gas (CNG) as well as gasoline, to an instantaneous, accurate concussion assessment service that can be used by untrained personnel. In all, more than 40 ventures, including for- and nonprofit, were represented and presented to the Michiana community.
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.
Since the study of business at the University of Notre Dame first began taking shape in 1917, Mendoza College of Business has maintained a deep-rooted commitment to a values-based curriculum for building future business leaders. Self-reflection, service to the community, responsible management education, and consideration of the greater good are all critical components to the Mendoza College of Business mission and experience. These themes are reflected in the three pillars of Mendoza College’s Ask More of Business™ platform: individual integrity, effective organizations, and greater good. This platform builds upon the mission of the College to present the challenge: Ask More of Business. Ask More of Yourself.

“An academic enterprise is always a reflection of the context in which it is set – both institutional and cultural. Notre Dame’s [Mendoza College of Business] is no exception. Its development was the product of a Catholic, frontier school maturing into an internationally-known research university. And its evolution was greatly influenced by trends in business education and by the ebb and flow of societal factors – from periods of prosperity to economic hardship, through times of peace and war, times when business as a profession has been held in high esteem, and low. The college has navigated these various currents by being far-sighted, flexible and adaptive, and also by being steadfast in its mission, true to its most fundamental goals. Through the decades, this has meant preparing individuals and engaging in scholarship that applies professional acumen and an ethical perspective to local, national, and international concerns. Or, to put it more bluntly: business making life better for all those affected by its reach.” – excerpted from O’Hara Heirs: Business Education at Notre Dame 1921-1991, by Kerry Temple
UNDERGRADUATE STUDIES

The Undergraduate Studies program at Mendoza College of Business challenges students to pursue business excellence and ethical leadership through business majors in Accountancy, Finance, Marketing, and Management. In 2014, Bloomberg BusinessWeek ranked the program No. 1 among Undergraduate Programs in the nation for the fifth year consecutively. Mendoza College of Business views this achievement as an opportunity to reflect on its mission and the valuable contributions of its faculty, staff, partners, and students. It serves as a reminder of the responsibility in upholding the values and principles of the Catholic tradition, and the belief that business should serve as a force for good.

STUDENT COMMENT EXCERPTS FROM BUSINESSWEEK RANKING

- “There are lots of great business programs out there, but I would guess that few place the emphasis on social responsibility and ethics that permeate the Notre Dame business classroom. To me this is what sets us apart and makes the Mendoza College of Business excellent.”
- “The program has a great focus on ethics.”
- “…Mendoza is fantastic at instilling ethics and values into its students. ‘Do more of business’ is a common theme, and I think the b-school is really trying to end the stigma that corporations are ‘evil’. They have shown time and time again that when a corporation focuses on helping others instead of the basic bottom line, they are more successful and profitable over the long run.”
- “Mendoza emphasizes Business Ethics which are a cornerstone in today's business world.”
- “The school as a whole, and especially the professors, keep the focus on the big picture--what can business do to help society with the challenges it faces? Lectures, class material, and discussions focus on "how can you as an individual be an effective leader for positive change," not "how can you get ahead and be a superstar your boss will love and promote?" The focus on personal development of character, through ethical decision making and keeping a larger goal in mind, is the most impressive thing to me, as these are skills and traits that will be transferable no matter what job or industry I work in.”
MBA

The Notre Dame MBA teaches its students to ask that integrity beat at the heart of every business decision, to ask tough questions to solve tough problems, and to ask that they consider a greater good. **90% of MBA classes contain at least 25% content related to PRME principles. 80% of students participate in student service internships.**

NONPROFIT PROFESSIONAL DEVELOPMENT

Nonprofit Professional Development in the Mendoza College of Business at the University of Notre Dame seeks to meet the needs of nonprofit organization leaders through its two arms of nonprofit education—non-degree nonprofit executive programs and the Master of Nonprofit Administration (MNA) degree.

- The MNA degree includes 42 credit hours in a core curriculum that includes the fundamentals of managing or leading nonprofit organizations – from small community-based initiatives to large national organizations – and the exploration of critical strategic issues facing nonprofit leaders today. Classes range from economics and human resource management to ethics, marketing and board development.

- The nonprofit executive programs include non-degree, certificate initiatives that seek to provide business leadership and managerial skills in a focused format. These programs typically run from five to 10 days, and can be tailored in a variety of ways that meet the needs of those working full-time. They include customized executive development programs developed for the needs of a particular organization, as well as more broadly based initiatives.
MSA

The M.S. in Accountancy (MSA) Program incorporates a broad-based curriculum that allows students to choose from two tracks: Financial Reporting and Assurance Services or Tax Services. In addition to providing advanced skills in each of these specialty areas, MSA students can choose from a wide range of electives from across the Mendoza College of Business graduate course offerings and take a 10-day study abroad course in China or South America. The challenging learning environment promotes maturity, confidence and the ability to handle complexity in the rapidly changing professional environment. The MSA Program requires students to ask more of themselves, with an emphasis on integrity, excellence, and impact.

EXECUTIVE EDUCATION

Business leaders need more than just technical skills; they need the capacity, courage, perspective and character to be effective, strategic leaders. Executive Education’s open enrollment, customized, and EMBA programs teach business leaders to understand the big picture and drive success in the workplace. Through a values-based curriculum, students develop their executive perspective, establish a powerful network, and learn to become respected, authentic leaders.

MSB

The Master of Science in Business offers an 11-month graduate program for non-business undergraduates with little or no work experience. The aim of the program is to bridge a student’s undergraduate work with its application in a business context by providing fundamental business knowledge and skills. Over the course of three semesters – summer, fall and spring – students attain a thorough grounding in business fundamentals, such as accounting, finance, business ethics, marketing, and management principles.

➢ “The Master of Science in Business leverages non-business knowledge with an education in areas vital to being able to lead projects and think critically in business. The program’s mission is very much in keeping with the larger mission of the University and College: to use business as a force for good in impacting the human community for the better.” – Martin J. Gillen Dean, Roger Huang
COURSE HIGHLIGHTS

INTERCULTURAL COMMUNICATION FOR BUSINESS
BACM 30520: UNDERGRADUATE STUDIES  In the Intercultural Communication for Business course, students consider how, whether you are operating a global business or working within a highly diverse American workplace, effective intercultural communication skills are critical. Going well beyond a look at customs, students dig deeply into the concepts and research that help explain why “culture by culture,” differing world views can deeply affect peoples’ views on topics such as bribery or healthcare. Students analyze intercultural case situations, such as the Walmart Bribery situation in Mexico, health care and non-Western views of illness treatment, and how to interpret differing points of view in media reports, to see these theories at work. Along with developing a self-awareness of individual communication behavior, the course explores ways to become more effective intercultural communicators. Along with expanding those skills, students will examine the challenging ethical issues sometimes raised in intercultural communications.

BAUG 30620: CORPORATE SUSTAINABILITY REPORTING
BAUG 30620: UNDERGRADUATE STUDIES  Corporate sustainability reports give organizations the opportunity to inform stakeholders about the environmental, social, and economic impacts of their operations. This course, previously titled “Business of Sustainability and Corporate Social Responsibility,” introduces students to this important, emerging area of corporate communications. Students will learn how companies analyze and engage internal and external stakeholders for their reports, test the materiality of various issues, and determine indicator items to be monitored and reported. Students discuss the motivations of various stakeholder groups and how sustainability reports are used by investors, NGOs, and consumers. Students analyze, evaluate, and provide feedback to select companies on their report.

SOCIAL ENTREPRENEURSHIP
BAUG 30505: UNDERGRADUATE STUDIES  Some of the most dynamic and successful businesses are aspiring to a "double" or "triple bottom line": profitability, beneficial human impact, and environmental sustainability. This course exposes students to a new and growing trend in leadership, venture creation, product design, and service delivery which uses the basic entrepreneurial template to transform the landscape of both for-profit and not-for-profit ventures.
ETHICS AND COMPLIANCE PROGRAMS
BAET 3530: UNDERGRADUATE STUDIES In this course, students develop fundamental knowledge of ethics and compliance programs to facilitate future interaction with such programs, whether as a:

- employee, manager, executive, director, partner (or other principle)
- auditor or consultant
- member of a compliance and ethics function
- or shareholder, regulator, or other external stakeholder

This course complements and enhances ethical awareness developed during BAET20300: Introduction to Business Ethics course, e.g., by gaining exposure to additional "real-world" legal and ethical issues commonly encountered in the corporate setting. (Note that the goal of this course is to build upon, and not duplicate the introductory course.) Students develop an understanding of how ethics and compliance programs contribute to the individual, organization and society. In addition to these subject-matter-specific goals, this course also seeks to develop students' skills in the following more-general areas: critical thinking and problem solving, oral and written communication, and research.

MORALITY OF CAPITALISM
BAUG 30760: UNDERGRADUATE STUDIES First introduced in Fall 2013, this course explores the mechanics of the capitalist system, its moral and intellectual underpinnings, the principal arguments for and challenges to capitalism and free markets, and the obligations of free institutions in society. This is accomplished through an examination of the work of leading thinkers about capitalism, economics, free markets, and the moral structure of free society.
UNITED NATIONS GLOBAL COMPACT
MBET 70510: MBA  In today’s interconnected global economy, there is a growing realization that we must restore public trust in business. Integrating environmental, social, and governance issues into corporate management is the overriding purpose of the United Nations Global Compact and its ten principles. This is the heart of the corporate sustainability movement. The objectives of this course are as follows:

1. To introduce the student to the United Nations Global Compact and why its focus on human rights, labor rights, environmental issues, and corruption is so attractive to the many stakeholders of business:
2. To develop the ability to think clearly about how one integrates environmental, social, and governance issues into corporate management:
3. To develop a sensitivity to the moral and ethical values that enable companies to restore public trust in business
4. To understand how a number of companies are implementing the principles of the Global Compact by examining case studies
5. To examine and understand the changing role of business in society

BUSINESS OF SUSTAINABILITY AND SOCIAL RESPONSIBILITY
MBET 70549: MBA  The main goal of the course is to explore how to create extraordinary business value through sustainability and social responsibility. The primary topics covered are (a) the what - current and future trends; (b) the when - conditions under which business value can be created; and (c) the how - understanding how to integrate into strategy, daily practices, and the entire value chain. This course does not go into the why due to time constraints and it is assumed that all attending are interested in the topic. The methodology of the course is highly experiential and interactive.

ETHICAL LEADERSHIP IN THE SUSTAINABLE ENTERPRISE
MBET 70549: MBA  This course explores how one can create extraordinary business value through ethical leadership. Previously, ethics has been typically viewed as the right thing to do; however, ethics can also be a strategy that helps business create a competitive advantage. Furthermore, ethics - specifically helping society and the environment - can be a way to live out personal values while also doing good business. The course is structured such that more than half of
the time will be experiential including team-based learning, interviews of leaders in the field, and personal exercises. The primary topics explored in this course will be those related to (a) how human behavior (motivation, creativity, relationships) of key stakeholders is positively influenced when working for/with a sustainable enterprise and (b) how you can become a leader that uses sustainable enterprise strategies to create business value.

ETHICAL LEADERSHIP AND INTEGRITY IN BUSINESS
MBET 70640: MBA The challenges posed by the current financial crises have brought to the center-stage the importance of leading and managing with integrity. Raising integrity standards of organisations is increasingly recognized as an effective tool to foster ethical leadership and strengthen the moral campus of a business enterprise. Ethical leadership serves as an important catalyst for effective management as well as an important ingredient for restoring trust in the organization. Integrity is a concept that requires the alignment of competence, accountability and core values.

The course familiarizes the students with core ingredients to a strategic (action-oriented) and critical approach to raising the integrity standard of corporate leaders. The different dimensions of leadership and their link with integrity are examined. Ultimately, the course seeks to demonstrate how integrity can enhance the value of business in its relation to the society and the environment, beyond financial dividend narrowly understood. The approach taken in this course is participatory, blending lectures, seminars, group discussions and presentations by participants. Wide-ranging and cross-cutting issues on leadership and integrity are examined: the link between moral character, competency and effective leadership.

ETHICS IN THE EMERGING MARKETS
MBET 70620: MBA This course covers ethics and CSR issues in China, Indonesia, India, Russia and other emerging market countries. In addition, the course also includes a specific discussion of the relevance of the United Nations Global Compact to human rights and environmental issues involved in tin mining in Indonesia. Students also discussed the relevance of the Global Compact anti-corruption principle as relevant to bribery in the former Soviet Union.
FOUNDATIONS OF ETHICAL BUSINESS CONDUCT
MBAE 60614: EMBA  Reflecting a shared belief that individual business leaders and organizations should ideally aspire beyond the mere avoidance of wrongdoing to Ask More of Business™ and of themselves in terms of individual integrity, effective organizations, and the greater good, this course engages students in a tripartite series of discussions on moral aspirations and behavior at the personal, organizational and societal levels. The discussions in each part of the course are informed by prior readings and reflections on a multidisciplinary collection of readings ranging from Plato and Tolstoy to contemporary thought leaders in business and the social sciences.

ADDITIONAL PROGRAM HIGHLIGHTS

TAX ASSISTANCE PROGRAM

Students at Mendoza College of Business continue the tradition of the Vivian Harrington Gray Tax Assistance Program (TAP), a service learning effort that has been in operation at the College since 1972. TAP serves as a reflection of Mendoza’s commitment to business for good by taking skills learned in the classroom and applying them in real-world settings. TAP has provided free income tax preparation service to low and medium-income taxpayers in the Michiana area for the past 42 years, with over 4,000 income tax returns filed by Notre Dame students enrolled in the Mendoza College of Business. TAP also prepares returns for Notre Dame’s international students, who have complicated filing procedures. In 2013, a total of 98 undergraduates participated in the program, along with a few graduate students.

CATHOLIC LEADERSHIP CERTIFICATE PROGRAM

In July 2013, Nonprofit Professional Development held a 10-day Catholic Certificate Leadership Program for executives in Catholic organizations, which covered topics vital for organizational development within the context of furthering the Catholic mission. 2013 marked the fifth year the Catholic Leadership Certificate has been offered as part of the commitment of the Mendoza College and the Nonprofit Executive Program to advancing the work of Catholic organizations. The tuition of $495 for the 10-day session, which includes most meals, is steeply discounted to allow nonprofit executives to attend. The program includes sessions in employment law, implementing mission in
practical ways in everyday operations, measuring effectiveness and impact, budgeting and finance, and nonprofit board governance.

CERTIFICATE IN NONPROFIT TRANSFORMATIONAL LEADERSHIP PROGRAM

The business of nonprofits is constantly evolving to keep pace with the world's ever-increasing complexity, thereby creating the need for a new type of leader who can both manage and create positive, sustainable social change. Individuals can now gain the business, leadership and managerial skills vital to increasing their own effectiveness with the new Executive Certificate in Transformational Nonprofit Leadership offered by Nonprofit Professional Development. This 100 percent online program will teach professionals how to combine a "servant heart" with a strong business mind. The program itself is comprised of three eight-week courses: Principles of Leading Transformational Nonprofits, Leading Nonprofit Boards, and Fundraising and Grant Strategies. Professionals will learn key nonprofit business skills, including leading transformational change for positive societal impact, managing interpersonal relations between board members to increase organizational effectiveness, and advocacy skills to maximize recruitment and fundraising success.

MASTER OF NONPROFIT ADMINISTRATION-RENMIN UNIVERSITY DEGREE

The Master of Nonprofit Administration program launched a pilot partnership with Renmin University in Beijing, welcoming four of its most promising candidates to Notre Dame to take 20-plus credits starting in summer 2013. In addition to classroom studies, students participate in a 10-week internship with an American nonprofit organization, such as Alliance for Children and Families, Catholic Charities, United Way, and Volunteers of America. The internships are intended to provide them with an opportunity to gain real-world experience with a nonprofit’s operation and to apply what they’ve learned.
FELLOWSHIPS

VOLUNTEERS OF AMERICA FELLOWS PROGRAM

The Volunteers of America fellowship is awarded to a Volunteers of America employee. One fellow per year is recruited to attend the Master of Nonprofit Administration program at the University of Notre Dame. The USHCC fellow receives a total of $15,000 in fellowship money from the MNA program. In 2013, the Volunteers of America fellowship was awarded to Christie Holderegger, vice president and chief development officer of the Volunteers of America in Northern California.

PEACE CORPS PAUL D. COVERDELL FELLOWSHIP

The Master of Nonprofit Administration (MNA) program offers a Paul D. Coverdell Peace Corp Fellowship to a qualifying student each year. The selection for such fellowships is limited to those who have shown outstanding academic performance, a strong commitment to a career in the nonprofit sector, and possess high potential for leadership in the nonprofit sector. Candidates must apply to the MNA program to be considered for a fellowship. The Notre Dame MNA program awards one Coverdell Fellowship totaling $10,500 (approximately 25% of the total tuition) to a returning Peace Corps volunteer accepted into the program. In Summer 2013, the Peace Corps Paul D. Coverdell Fellowship was awarded to BJ Whetstine, a program director for the Peace Corps in Washington, DC.
RANKINGS

UNDERGRADUATE STUDIES

#1 Undergraduate Program in the nation by *Bloomberg BusinessWeek* (2013) – 4th consecutive year

“Mendoza College of Business is unique because it cares for the whole student... about our personal development and future careers.” – student comment on survey

“...our Catholic tradition puts extra emphasis on ethics and the idea that business should be used to generate more than just profits.” – Rob Nelson, ND senior business student

**SPECIALTY RANKINGS**

#1 Ethics  
#2 Accounting  
#4 Financial Management  
#5 Sustainability

MBA RANKINGS

- Notre Dame MBA maintains the No. 20 ranking (2012) in the biennial Bloomberg BusinessWeek survey of “The Best B-Schools” in the United States. The program earned the #1 ranking for business ethics as well as A’s in the critical thinking, leadership skills, and teaching categories.
The Economist recently ranked the MBA program No. 6 for “potential to network” among top global business schools on its 2013 “Which MBA?” survey. The program also earned a ranking of No. 3 among top U.S. schools for “extent/helpfulness of the alumni network” based on student ratings.

In March 2013, U.S. News & World Report released the results of its “2014 Best Graduate Schools” survey, with Mendoza College’s MBA rising four spots to No. 23 among top U.S. business schools.

MSA ACCOUNTING SPECIALTY RANKINGS

- Mendoza College’s accountancy programs, both undergraduate and graduate, continued to earn top spots in the annual Public Accounting Review rankings.
  - Master of Science in Accountancy ranked No. 4 in the nation and No. 1 against like-sized programs.
  - The undergraduate accountancy program ranked No. 5 overall and No. 2 against like-sized programs.

EXECUTIVE EDUCATION: RANKINGS

- In 2013, Notre Dame Executive MBA earned the #15 ranking by Bloomberg BusinessWeek in its biennial ranking of the best executive MBA programs.
- The Notre Dame Executive MBA also ranked No. 15 in The Economist’s 2013 inaugural ranking of top executive degree programs in the world.

  “The ranking represents the dedication and hard work of many people involved with the program, not the least of whom are the students themselves. They understand the impact of business on society and seek to use their business acumen to make a difference in commerce and in communities.” – Suzanne Thoren Waller, director of Degree Programs at the Stayer Center for Executive Education
PRINCIPLE 3: METHOD

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES, AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.
NEW LEADERSHIP & VISION

In 2013, Roger Huang, the interim dean of Mendoza College of Business since January 2012, was named as Martin J. Gillen Dean of the College, according to the University.

“I am honored and humbled by the opportunity to assume the deanship of the Mendoza College of Business. I am inspired by the vision of the founder of the business school, Cardinal John O’Hara, who said that the primary function of commerce is service to mankind. This vision sets the Mendoza College apart from other business schools, and I look forward to furthering our vision of business as a powerful force for good.”

In his 2013 Dean’s Report for Mendoza College of Business, Dean Huang reflects upon the rapidly changing world, which necessitates an attitude of constant innovation. In turn, this lends itself to a balancing act of innovation with Mendoza’s tradition of excellence and ethics. With this realization, Dean Huang introduces the four critical goals of the MAGI vision: Mission; Academic Excellence, Globalization, and Innovation.

MISSION

At Mendoza, values-based business education has been a part of its mission since its origin and it is an expression of its deepest beliefs and of the founding principles of the University. Since the last recession, Mendoza College has welcomed the growing awareness of other business schools that values and ethics must be at the center of business education. At the same time, this phenomenon challenges Mendoza College to raise the bar in demonstrating innovation and thought leadership in ethical business. As a signatory institution and designated Champion of the UN Principles of Responsible Management Education (PRME), Mendoza continues its commitment to continuous
improvement of responsible management education in order to develop a new generation of business leaders who serve the greater good.

ACADEMIC EXCELLENCE

Measuring academic excellence often is thought about in broad terms—rankings, accreditations, awards. But at Mendoza, it is measured differently—one person at a time. Excellence is the faculty member making an effort to look after the well-being of students, or who contributed research to his or her discipline in a way that benefits the world. It is the alumni who share their expertise and experience. And of course, it is the driven students seeking to impact the world through business done well, with integrity and intellect.

At Mendoza College, rankings are celebrated but not the reason why high expectations for academic achievement are set. Instead, they serve as a reminder of our mission and the responsibility held in developing future business leaders. Mendoza College strives to provide the best possible education for its students and, to do so, is devoted to recruiting and retaining faculty members who are able to teach, and to continuously improve its curricula. And while striving for excellence by providing a comprehensive business education, thought leadership is also of essence. Thus, Mendoza College competes for faculty members who are top experts in their disciplines.

In addition, Mendoza College also views its services not only to its students, but to the community and even the world, as a significant part of academic excellence. The College’s mission extends not only to the classroom, but to the greater good. Thus, experiential learning opportunities, such as Mendoza College’s problem-solving courses, where students go out into the local community and work with its leaders on real-life problems, are offered. It is also why Executive MBA students travel abroad to work in teams in Africa or South America. Through these hands-on experiences, students encounter opportunities to be of service, learn through experience, and show by example how to employ the tools of business toward societal good.

GLOBALIZATION

Business is not restricted to a domestic marketplace and, thus, business education should not be limited to one. Mendoza College of Business invests in globalization opportunities through a variety
of avenues. It continues to expand its curricula to recognize the global nature of business and its faculty attend international conferences and collaborates with foreign researchers. Since most major corporations are multinational, the College also works with recruiters on a global level to ensure students are connected to both domestic and international career opportunities. It continues to recruit the best and brightest international students.

Looking to the future, Mendoza College will increasingly explore opportunities to take its programs overseas. In May 2013, the College’s first dual-degree launched as the College’s Master of Nonprofit Administration partnered with Renmin University in Beijing. This was a remarkable effort for a number of reasons. China’s recognition of the necessary role played by nonprofit organizations within its national economy and its society is fairly recent; whereas a concern for the undeserved has always been a foundational part of Notre Dame’s mission.

Mendoza College seeks to create additional dual-degree programs, and to make use of the global gateways that Notre Dame has in various countries. Plans for further globalization of its programs include a global Executive MBA, where executive students visit various countries to learn about their cultures and business practices. For its undergraduates, Mendoza College plans to expand upon its study-abroad program, one of the best in the world, by offering Global Education Programs, or the GEPs, which create cohorts of ND and international students and allow them to experience multiple countries.

INNOVATION

It is an understatement to say that the world is changing rapidly. And rapid change requires an attitude of constant innovation. Where historically Mendoza offered the traditional one-size-fits-all MBA, the College now must meet the increasing demand for customized, one-year graduate business programs. In June 2013, Mendoza College welcomed its first class of Master of Science in Business students. The MSB is an 11-month program for individuals with non-business undergraduate degrees and no work experience to teach them business fundamentals. In addition, Mendoza College has other specialized degree programs in development in order to remain innovative and competitive. These new developments, however, require that the College also consider the infrastructure needed to support the new programs—how the College might configure
admissions offices, as well as career and student services to gain synergies while retaining the programs’ distinctions.

**BUSINESS & CASE COMPETITIONS**

**MCCLOSKEY BUSINESS PLAN COMPETITION**

A total of 148 teams competed for cash and in-kind prizes amounting to more than $300,000 during the 2012-2013 McCloskey Business Plan Competition, an annual event organized by the Gigot Center for Entrepreneurship. The $25,000 McCloskey Business Plan Competition Grand Prize went to Contect. Christian Poellabauer and Patrick Flynn, faculty members in Computer Science, presented their technology for a new, instantaneous, accurate concussion assessment tool which will be particularly helpful in detecting concussions in soldiers and athletes. The service captures an individual’s voice and detects subtle changes that may indicate a concussion. The top social venture award of $15,000 – the Klau Family Prize for Greatest Social Impact – went to Green Bridge Growers, an urban aquaponics farm designed as a social enterprise to produce revenue and create jobs for highly capable young adults with autism in the South Bend community. Mendoza’s undergraduate Social Entrepreneurship class began working with Green Bridge founder Jan Pilarski last fall as she began to address this very unique market opportunity in South Bend. In addition, Mendoza students Luke Heneghan and Brad Kunisky were the only undergraduate students to advance to the semifinal round, presenting Green Energy Zambia, a social enterprise that seeks to provide affordable and renewable energy sources for the Sub-Saharan African region in the world.

**BYU: INNOVATION IN SOCIAL ENTREPRENEURSHIP CASE COMPETITION**

In March 2013, a team of four Notre Dame MBA students took first place in a social entrepreneurship case competition, hosted by BYU’s Ballard Center for Economic Self-Reliance, for
the second consecutive year with an incentive-savvy plan to boost distribution of clean water in rural Ghana. Participating teams were challenged to solve a problem facing Safe Water Network, a nonprofit founded by the late actor Paul Newman and still affiliated with the Newman’s Own Foundation. The network’s goal is to develop innovative ways to provide safe, affordable water to those in need. The challenge focused on a Safe Water Network purification facility in the Ghanaian village of Dzemeni near Lake Volta. The facility draws water from the lake and sells it, at low cost (about 1 to 2 percent of average monthly income) to the people of the village. Pipes carry the clean water out to other nearby villages, where it can be purchased at kiosks. According to background information provided to the teams, Safe Water’s desire is to transfer ownership and operation of the facility to local owners, but after a few years the system was not yet profitable.

The Notre Dame team, made up of Jessica Bonanno, Steve Lehmann, Daniel Portilla, and Patrick Riley, first recommended replacing the facility’s infrastructure with easier-to-maintain technology. They also devised an incentives-laden business plan relying on micro-franchises granted to entrepreneurs. Under their plan, the entrepreneurs would make no profit on water sold up to a certain volume, established by the community or system manager. But once sales exceeded that threshold the franchise owners would earn a 50-70 percent profit.

**NOTRE DAME ERNST & YOUNG DIVERSITY CASE COMPETITION**

The Notre Dame Ernst & Young Diversity Case Competition is held during the annual Notre Dame Diversity Conference, hosted by the Notre Dame MBA Program. The competition centers on the topic of diversity in business. In April 2013, Notre Dame teams earned first and second place in the competition.

**MINI DEEP DIVE CHALLENGE: THE NOTRE DAME MBA AND COCA-COLA CASE COMPETITION**

Notre Dame MBA partnered with Coca-Cola Company to sponsor the 2013 Mini Deep Dive Challenge, an innovative virtual case competition. More than 660 individuals registered for the online contest that asked them to put forward their best idea on a clean-water technology case. Challenge participants were asked to create as solution to the question of how to deploy water
purification technology anywhere in the world within days or even hours of a natural disaster. The online contest specifically asked entrants to submit a one-page proposal for helping Coca-Cola implement EKOCENTER in disaster relief situations.

EKOCENTER is an off-the-grid, modularly designed kiosk that delivers safe drinking water, utilizing the Slingshot purification system, wireless communication, power, and other functionality to jumpstart community development. Grand prize winner Jonathan Lee (ND ’10) proposed a solution based off “…Southwest’s business model of having hubs around the country that are within a 500-mile radius. Taking that same strategy, [he] chose 24 sites around the world that were positioned in target markets, were within a 500-to-1000 mile range of another Slingshot site, and were in areas prone to natural disasters. In the event of a natural disaster, the closest transportation vehicles would move toward the affected site and provide anywhere from 400 or more Slingshots or 350,000 liters of safe drinking water within 24 hours.”

BUILDING RENOVATIONS & CONSTRUCTION

Over the last year, Mendoza College of Business went through a transformation with a major renovation project. In addition to the cosmetic changes brought on by new carpet, light fixtures, and paint, the renovation brought in technologies aimed at improving sustainability practices, such as heating and lighting controls.

In addition, in March 2013, the Stayer Center for Executive Education opened its doors, offering a state-of-the-art, 54,000-square-foot facility to house the Mendoza College’s executive education programs. The Stayer Center is pursuing LEED (Leadership in Energy & Environmental Design) certification at the Silver level. LEED is a green building certification program that recognizes best-in-class building strategies and practices.
Principle 3: Method

CENTERS

NOTRE DAME DELOITTE CENTER FOR ETHICAL LEADERSHIP
http://ethicalleadership.nd.edu

Having identified a mutual emphasis on the critical role of personal integrity in today's business world, Deloitte and the University of Notre Dame have partnered to create a center for the research, teaching, and practice of ethical leadership. As partners, Mendoza College and Deloitte share the ideal that businesses can be engines for creating good in the world. Housed within the Mendoza College of Business, the NDDCEL seeks to further an understanding of the topic and explore ways in which ideas generated can be disseminated and implemented in the corporate world.

INSTITUTE FOR ETHICAL BUSINESS WORLDWIDE
http://www.ethicalbusiness.nd.edu

The Institute for Ethical Business Worldwide seeks to advocate ethical business conduct in a global setting by examining ethics-related issues in an organizational setting. Through scholarship, innovative pedagogies, workshops, and conceptual frameworks, the Institute serves as an expert source on business ethics for the practitioner community. The Institute hosts an annual ethics conference that brings together renowned scholars to examine current issues and approaches in the study of business ethics, as well as the “Excellence in Ethics: Dissertation Proposal Competition,” which is open to doctoral students worldwide.
CENTER FOR ETHICS AND RELIGIOUS VALUES IN BUSINESS
http://www3.nd.edu/~ethics

The Center for Ethics and Religious Values in Business seeks to strengthen the Judeo-Christian ethical foundations in business and public policy decisions by fostering dialogue among academic and corporate leaders by the teaching of ethics throughout the business curriculum at Notre Dame.

GIGOT CENTER FOR ENTREPRENEURSHIP
http://business.nd.edu/gigot_center

The Gigot Center for Entrepreneurship enhances business skills with entrepreneurial insight. The Gigot Center offers a strong business curriculum combined with real-world experiences to develop the skills and vision essential for entrepreneurial success.

At the Gigot Center for Entrepreneurship, social entrepreneurship means more than just well-intentioned philanthropy. It provides a vital link between economic and social value. The venture can take many forms, including a purely nonprofit pursuit, a for-profit business venture, a hybrid venture with an equal for-profit and non-profit component, or a multinational corporation serving the needs of the base of the pyramid. The Gigot Center’s goal is to outfit the social entrepreneur with the business knowledge and strong social mission needed for success, including:

- Academic programming that provides knowledge of fundamental business concepts and tools to build a social venture
- Microventuring Certificate Program, a signature program at the Gigot Center that focuses specifically on the challenges of microenterprise
- Annual Business Plan Competition, where Notre Dame alums lend their experience and expertise to help social entrepreneurs take their vision forward
- Social internships, both domestic and international that provide on-the-ground experiences

TEACHING & SPEAKING ABROAD

- Georges Enderle, John T. Ryan Jr. Professor of International Business Ethics for the Marketing Department, taught two Business Ethics Courses to 101 students at the Shanghai Advanced Institute of Finance.
Jessica McManus Warnell, Associate Professional Specialist in the Department of Management, spent the Spring 2013 semester as an invited fellow at the Reitaku University Business Ethics and Compliance Research Center in Kashiwa, Chiba, Japan.

Georges Enderle, John T. Ryan Jr. Professor of International Business Ethics for the Marketing Department, co-organized and presented at the Seminar on “Teaching Business Ethics in China” for Chinese professors in Shanghai. He also participated in and presented at the “Shanghai Forum on Morality and Creativity” hosted by the Shanghai Academy of Social Sciences. Enderle also gave lectures on business ethics related topics at: Shanghai Academy of Social Sciences, Shanghai Normal University, Shanghai Jiaotong University, Shanghai Normal University, Nanjing Normal University, University of Finance and Economics in Nanjing, Notre Dame summer course in Shanghai. While in China, he also participated in preparatory meetings for the 2015 World Congress of Business, Economics, and Ethics in Shanghai.

Rev. Oliver F. Williams, C.S.C, a noted expert in business ethics and an associate professor of management at the University of Notre Dame, spent the 2012-2013 academic year introducing South Korean students to the concepts of ethical leadership and international efforts to use commerce as an instrument of peace. Fr. Williams was designated as an International Scholar and visiting professor at Kyung Hee University in Seoul, South Korea. He taught a course for both graduates and undergraduates on business ethics, as well as on the topic of “The United Nations Global Compact: Peace Through Commerce.”

STAFF RECOGNITION: PRESIDENT’S AWARD

Brian Lohr, director of MBA Admissions, received the 2013 Presidential Values Award. The award recognizes employees whose performance reflects the University’s core values of integrity, accountability, teamwork, leadership in mission and leadership in excellence. Lohr, who joined Notre Dame in 1997, was lauded for the level of personal interest and concern he shows to prospective and admitted students. He also is credited with successful recruiting efforts of top-quality students. Lohr volunteers for his parish’s Helping Hands Ministry, which provides snow removal and help for shut-in parishioners.
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.
BOOK PUBLICATIONS


The idea that led to *Marketing and the Common Good* grew out of the 2011 Notre Dame Forum: The Global Marketplace and the Common Good, where half of the 19 articles appearing in the book were presented. From there, a department-wide book seemed not only a natural progression, but a great opportunity to explore marketing’s larger societal role. The book is both a collection of essays that presents a broad scope of interests on the topic of marketing’s impact on society, from ethical challenges of marketing in China, to gun sales, to advertising to children, and a collective thought leadership of an entire marketing department faculty on a topic central to the mission of Mendoza – business as a force for good.


In *Corporate Social Responsibility: The Role of Business in Sustainable Business Development*, author Rev. Oliver F. Williams, C.S.C., associate professor of management and director of Mendoza College’s Center for Ethics and Religious Values in Business, presents the case for business not only as a significant force in raising living standards, but in actually bringing about world peace. The book is a comprehensive exploration of the themes surrounding what has become known popularly as CSR, a reference to corporations’ efforts to address societal and environmental needs as part of their core operations. In it, Rev. Williams argues that a wide-ranging understanding of the purpose of business is necessary to create value for a community of stakeholders, which in turn can generate a sustainable future.

In an attempt to investigate business ethics in China, Lu and Enderle, go beyond sound bites and analyse multiple challenges for the years to come. Developing Business Ethics in China explores the role of different ethical traditions, the creation of ethical corporate cultures, corruption and the lack of confidence, consumption patterns and income distribution, globalization, WTO, information technology, and more. Nearly two dozen scholars and business leaders from China, South Africa, Japan and the United States investigate these issues, taking the first steps for a desperately needed dialogue for China as well as for the world community.

ADDITIONAL RESEARCH HIGHLIGHTS


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.
NOT-FOR-PROFIT RELATIONS

FROM MISSION TO SERVICE: CATHOLIC CHARITIES

Since 2004, Mendoza College of Business has hosted a program underwritten by Notre Dame and designed by the Mendoza College of Business specifically for officers and board members of Catholic Charities offices. “From Mission to Service: A Program on Mission-based Leadership and Organization Development” is an educational program designed to enhance the administration and strengthen the leadership of the Catholic Charities organization. In 2013, 46 individuals, representing 10 Catholic Charities, participated.

In 2013, Catholic Charities attendees were:
- Catholic Charities of Dallas
- Catholic Charities of Diocese of Gary
- Catholic Charities Maine
- Catholic Charities Diocese of Toledo
- Catholic Charities of Santa Clara County
- Catholic Charities of Southern Missouri
- Catholic Charities Southwestern Ohio
- Catholic Charities of the Diocese of Stockton
- Catholic Charities of Worcester County
- Catholic Charities of Yakima

NONPROFIT EXECUTIVE PROGRAMS PARTNERSHIPS

Nonprofit Executive Programs (NEP) engaged in several partnerships with local, regional, and national organizations in order to provide knowledge and training to nonprofit volunteers, employees, and organizations. Examples include: The Cicero Youth Taskforce, which offers a ten day certificate program at a very low cost to nonprofit leaders in the Cicero, Berwyn, Pilsen communities in the Chicago area; the Catholic Leadership Program, which offers an eight-day certificate in nonprofit leadership at a nominal fee to leaders of Catholic organizations; and the Volunteers in Transition program, a week-long program which assists the cultural re-entry of college graduates who have completed at least nine months of volunteer service and are now transitioning into a career or graduate school. Additionally, in partnership with the Community Foundation of St. Joseph, Nonprofit Executive Programs completed the first 9-day philanthropic program on fund development for nonprofits in the local community. Lastly, through a collaboration with the Community Foundation of St. Joseph County and the Elkhart County Community Foundation, NEP offered $1,000 fellowships to local nonprofits leaders to attend the Nonprofit Social Media Marketing Program.

NOTRE DAME AND CATHOLIC CHARITIES: ALLIANCE

The University of Notre Dame and Catholic Charities USA entered into an innovative partnership called the Alliance, driven by the two institutions’ common belief that helping those in need is a core element of the Catholic faith. Taking a multifaceted approach, the Alliance will strive to reduce poverty in America through rigorous academic research and evaluation of anti-poverty programs, a focus on methods to increase entrepreneurship in implementation of poverty relief services, and efforts to unite skilled workers from the academic and service provider arenas to ensure enhanced quality of service delivery. In addition, the Alliance will seek to inform, through advocacy and educational outreach, the development of policies that will change the way poverty issues are addressed in the United States.

DRIVING GENDER DIVERSITY IN THE BOARDROOM

“Driving Gender Diversity in the Boardroom” is a collaborative effort between the European Commission Taskforce, its U.S. partner, the Forté Foundation, Forté member business schools,
including Mendoza College of Business, the Financial Times, and the executive networking group Watermark for Exceptional Women. The initiative seeks to build a list of board-ready women and bring attention to the lack of women on corporate boards. Its central piece is a LinkedIn group established solely for women who meet stated criteria for being “globally board-ready.” The idea is that the group will enable recruiting companies to readily search, find and approach group members who meet their criteria, and thereby facilitate board membership.

**SOCIAL VENTURE SUSTAINABILITY BOOT CAMP**

Catholic Charities USA and Gigot Center for Entrepreneurship partnered to offer the 2013 Social Venture Sustainability Boot Camp. The Boot Camp took place on the campus of the University of Notre Dame in August 2013. Eligibility criteria included:

- Willingness to engage collaboratively in problem-solving exercises with mentors
- Commitment to participate on the dates mentioned above
- Commitment to send at least one, if not more (2-3 max), decision-making personnel from your organization to the program
- Commitment to engage in assigned pre- and post-program preparations, as well as during the program sessions

Eight agencies were identified to participate and accepted the invitations.

**CORPORATE PARTNERS**

**INTERTERM INTENSIVE**

Interterm Intensive, a signature offering of the Notre Dame MBA, occurs in one week each fall and spring term and involves four types of courses: live cases, critical skills courses, social impact courses, and international immersions. The Interterm experience provides MBA students with opportunities to test-drive their new problem-solving skills, enrich their core tracks with electives that dive deep into important niche business topics, learn from some of the business community’s brightest, and immerse themselves in international business. Corporate partners play a critical role in Interterm Intensive, particularly with live cases and case studies.
INTERTERM INTENSIVE: SPRING 2013

CREATIVE SOLAR FINANCE SOLUTIONS: THE CASE OF JORDAN ENERGY
This course focused on using business model planning, strategic planning, and financial modeling to help Jordan Energy facilitate financing of solar electric systems in underserved market segments. The course examined the strategic elements of solar financing of solar installations in the 50 kiloWatt (kW) to 1 megaWatt (MW) size range. Students enrolled in the course created business and financing models that Jordan Energy implemented as part of its business plan. A “Best of Breed Project Finance Fund” was modeled with the goal of creating financing alternatives that provide reasonable rates of return to investors, and realistic economics for the incorporation and growth of grid tied solar in the commercial distributed generation market.

LAUNCHING KEURIG SINGLE-CUP SYSTEM IN NEW INTERNATIONAL MARKET: GREEN MOUNTAIN COFFEE ROASTERS, INC.
In early 2012, Keurig launched its next generation brewing system, Keurig Vue, featuring a new brewing platform with new technology and a different portion pack versus the K-Cup pack. The challenge to students was to provide Keurig with recommendations on how and where to launch the Keurig System and/or Keurig Vue system next. In addition, with anticipated continued earnings growth, GMCR will have even more resources to dedicate toward social and environmental initiatives. As part of the challenge, students were briefed on current efforts and asked what additional or different approaches GMCR should take to further strengthen its commitment to corporate social responsibility in each country, such as: how can Keurig exercise its commitment in each country? Students who selected this course designed a marketing strategy for the international launch with expected results. Students were presented both Keurig and GMCR current sales and financial information, GMCR’s historical philanthropic giving, organizational structure, employee relations philosophy and programs, and brand positioning.

BUILDING A STRATEGIC PLAN FOR SUCCESS: THE CASE OF THE KELLY CARES FOUNDATION
The Kelly Family Foundation, now known as the Kelly Cares Foundation, was founded in 2008 by Brian and Paqui Kelly. Kelly Cares raises funds to support organizations, initiatives, and programs whose goals align closely with their own values. These values are best summarized by their “three pillars” of health, education, and community. A centerpiece of the foundation’s work involves
efforts to positively affect the lives of individuals and families affected by cancer, though the Kelly Cares mission is broader than that. The progress realized by the Kelly Cares Foundation has been notable and continues to accelerate. Its growth in exposure, program scope, and fundraising success has mirrored the effort expended by its staff and volunteers, as well as the platform that has been provided by the success of Notre Dame football coach, Brian Kelly. Considering the progress which has already been made, Paqui Kelly and the foundation management team are determined to evolve the foundation in ways which will allow it to better connect both with: (1) like-minded people dedicated to better their communities; and (2) individuals and families affected by cancer. Toward this end, students in this course assisted Kelly Cares in addressing issues to include: refinement of a strategic plan, positioning of brand and mission, review of communication strategies, and expansion of fundraising programs.

BUILDING CONSUMER LOYALTY BY ENHANCING THE EMOTIONAL BRAND: THE CASE OF MCDONALD’S AND RONALD MCDONALD HOUSE CHARITIES
In an effort to enhance the heart and soul of brand McDonald’s and to increase customer loyalty, the company recently created a Global Corporate Social Responsibility department, made up of teams representing the areas of sustainability, diversity, community engagement, and the company’s charity of choice, Ronald McDonald House Charities. This new department has been tasked with redefining the emotional connection between McDonald’s and its consumers—to unlock, share, and promote the shared value of the company and its consumer—the intersecting point between what is good for business and what is good for society. At a recent vision meeting,
Don Thompson, CEO of McDonald’s, said, “We need to put the EQ back into the IQ of McDonald’s.” During this course, Notre Dame MBA students provided bold solutions for shaping the emotional side of brand McDonald’s.

CREATING A NATIONAL FLAGSHIP EVENT TO BUILD BRAND: THE CASE OF VOLUNTEERS OF AMERICA

Volunteers of America is one of the nation’s largest and most comprehensive human services organizations, employing 16,000 people and serving 2.5 million people in 46 states as well as the District of Columbia and Puerto Rico. Since 1896, it has supported and empowered America’s most vulnerable groups, including veterans, at-risk youth, the frail elderly, men and women returning from prison, homeless individuals and families, people with disabilities, and those recovering from addictions. Volunteers of America is an established interdenominational church with an organized clergy and unique human services ministry based on Jesus Christ’s teachings of compassion. Through its ministry of service, Volunteers of America provides opportunities to engage people of all faiths. Volunteers of America seeks to elevate its national presence in order to provide a greater impact in the communities that it serves. Volunteers of America asked Notre Dame MBA students to evaluate, research, and recommend a national flagship event that would serve to support Volunteers of America’s goal for heightened brand recognition. Specifically, Volunteers of America is considering an event that meets the following criteria: engage a large number of people, particularly other faith-driven groups, have the potential to significantly increase funding, increase awareness of Volunteers of America and its work, and repeatable and scalable.

INTERTERM INTENSIVE: FALL 2013

BUSINESS RESEARCH, DECISION MAKING, AND COMMUNICATION FUNDAMENTALS WITH PATAGONIA

Patagonia, Inc. is a leading designer of core outdoor, snow, surf, and sport-related apparel, equipment, footwear, and accessories. The company is noted internationally for its commitment to authentic product quality and environmental activism, contributing over $55 million in cash and in-kind donations to date. In today’s business world, the ability to find the information needed to make sound business decisions, organize that information into a well-structured argument, and communicate solutions effectively are critical skills. Developing these skills is often key in advancing to leadership roles within a business. Business Research Decision-Making and Communication
Fundamentals provide first-year MBA students with a foundational experience in each of these crucial skill sets: researching, crafting an argument, and presenting a solution. In this course, student teams participated in a case competition involving corporate social responsibility issues faced by Patagonia, Inc.

**EXPLORING SUSTAINABLE INCOME OPTIONS: THE CATHOLIC COALITION ON CLIMATE CHANGE**

Founded in 2006, the Catholic Coalition on Climate Change is the only national Catholic organization in a world focused solely on the issue of climate change from a Catholic perspective. The Coalition comprises fourteen national Catholic organizations, including the U.S. conference of Catholic Bishops, that help guide and promote their efforts. As the Coalition seeks to expand its efforts through foundation grants, individual donations, and Catholic organizational support, more funding will be needed and a sustainable source of revenue would be ideal, even if only a part of the overall annual budget. Utilizing either market mechanisms already in play in the climate change community (carbon markets, renewable energy credits, etc.) or through the development of a new mechanism, the Coalition wished to draw upon the expertise of the graduate students in the Mendoza College of Business MBA program to explore such options and develop one or two “products” that would be attractive to U.S. Catholic individuals and organizations as well as be a sustainable source of revenue over the long-term.

**MANAGEMENT SKILLS TO DEVELOP A NON-TRADITIONAL BUSINESS MODEL FOR NON-PROFIT: THE CASE OF VOLUNTEERS OF AMERICA NORTHERN CALIFORNIA & NORTHERN NEVADA**

Volunteers of America (VOA) is one of the largest and most comprehensive human service organizations in the country and is an established interdenominational church with an organized clergy and a unique human services ministry based on Jesus Christ’s teachings. Its ministry is a ministry of service to reach and uplift all people, and provide opportunities to engage people of all faiths in the knowledge and active service of God. Volunteers of America Northern California & Northern Nevada (VOA-NCNN) is one of 34 affiliates under the Volunteers of America umbrella. Its strategic plan calls for development of one or more social enterprise opportunities to generate steady, reliable streams of income for the agency as well as provide social value as job skills training or employment opportunities to the clients served in the programs. VOA asked Notre Dame MBA
students to use business and management skills to develop a business model for one or more impactful social enterprise programs that could diversify and augment its existing revenue sources.

**ALUMNI RELATIONS**

**IDEALIST OF THE YEAR AWARD**

In 2007 Bill Copeland’s friend, then-Philadelphia Eagles President Joe Banner, suggested he get involved with a fledgling program in Philadelphia called City Year, which was addressing the dropout crisis in inner city schools. Copeland (MBA ’81), a vice chairman of Deloitte LLP and national managing principal of Deloitte’s life sciences and health-care practices, not only got involved but is responsible for bringing the building a deep relationship with City Year across Deloitte, so much so that Deloitte decided to make City Year a national partnership. In addition to Deloitte professionals mentoring senior corps leaders and sitting on the local boards of 13 City Year programs across the country, the company also provides significant pro bono assistance. In May 2013, Copeland was honored as City Year Philadelphia’s 2013 “Idealist of the Year.”

**GRADUATE ALUMNI AWARDS**

Each year, the Graduate Alumni Office recognizes two outstanding alumni for their service during the past academic year. In 2013, the Distinguished Alumni Award was presented to Michael Riegel (MBA ’98 and vice president of Mobile and WebSphere for IBM) in recognition of his achievement in business and for his strong commitment to the Mendoza College of Business through leadership and service to the graduate business community. In July 2013, Michael Riegel and his family temporarily moved to campus to be part of Notre Dame Family Volunteer Camp, an opportunity for the whole family to engage in community service activities while enjoying the sites and special places around the University.

The 2013 Recent Alumni Service Award was given to Michael T. Benson (MNA ’11 and president of Eastern Kentucky University). Benson is an unabashed recruiter to the Notre Dame MNA
program, born out of a deep sense of alignment with the University’s faith mission and an appreciation of the strength of the alumni network.

**FBI DIRECTOR’S COMMUNITY LEADERSHIP AWARD**

In 2013, University of Notre Dame MBA alumnus Christopher W. Sinclair (’06) received the FBI Director’s Community Leadership Award for his many years organizing fund-raisers for groups benefitting children in need. Among his many charitable endeavors, Sinclair created an annual date auction in Boston, the proceeds from which are split between a local organization such as the Boston Children’s Chorus and Children of South Africa, which assists HIV/AIDS patients and children orphaned by the disease.

![Image 1](image1.jpg)  ![Image 2](image2.jpg)

**FEEDING AMERICA**

In June 2013, Feeding America, the nation’s leading domestic hunger-relief organizations named Matt Knott President of the charity. Matt Knott, who earned his undergraduate degree in finance from Mendoza College of Business, will lead the efforts of the national office to support member food bank needs and shape national office priorities to meet those needs. Since joining Feeding America in 2008, Matt has made significant contributions in member engagement, planning, strategy formation, network efficiency and nutrition. Prior to joining Feeding America, Matt served as Vice President for Gatorade at PepsiCo and previously as Product Group Director and in Brand Management positions in the Tropicana and Quaker business units.
PRINCIPLE 6: DIALOGUE

WE WILL FACILITATE AND SUPPORT DIALOG AND DEBATE AMONG EDUCATORS, STUDENTS, BUSINESS, GOVERNMENT, CONSUMERS, MEDIA, CIVIL SOCIETY ORGANISATIONS, AND OTHER INTERESTED GROUPS AND STAKEHOLDERS ON CRITICAL ISSUES RELATED TO GLOBAL SOCIAL RESPONSIBILITY AND SUSTAINABILITY.
CONFERENCES

IRISH IMPACT: SOCIAL ENTREPRENEURSHIP CONFERENCE

The Gigot Center for Entrepreneurship and the Fellow Irish Social Hub (FISH) gathered some of the foremost social innovators during its second annual Irish Impact Social Entrepreneurship Conference on October 2-4, 2013. The conference sought to unite social innovators who are developing new business models with likeminded students who are searching for concrete examples and avenues to address societal needs. In addition, it facilitated connections and networking among social entrepreneurs and potential funding organizations, including corporate and non-profit foundations, private equity and social venture capitalists, and individuals. The event presented sessions on topics ranging from funding strategies to understanding social “rate of return,” and included special opportunities for networking, investment pitches, and display booths to showcase the participants’ social ventures. The New York Times columnist and noted author David Bornstein served as the keynote speaker.

The conference objectives included:

- Providing opportunities for students to network with social entrepreneurs, to discuss possible internships, fellowships and careers in the field;
- Providing social entrepreneurs with the opportunity to present their business models and discuss successes and challenges in their work;
- Providing opportunities for social entrepreneurs to share information and network with other colleagues, academicians, students and potential funders;
- Promoting awareness among the Notre Dame community – students, faculty and administration – regarding social entrepreneurship and various social venturing organizations and enterprises.

FORESIGHT IN BUSINESS CONFERENCE

Growing out of its signature undergraduate course on “Foresight in Business and Society,” the Mendoza College of Business held a first-of-its-kind conference on “Foresight in Business: A workshop to Expand Methods and Opportunities for Educating Tomorrow’s Business Leaders for Resilience in a Turbulent Future.” More than 30 participants from organizations including the
University of Michigan, the American Cancer Society, Whirlpool, IBM, and Motorola gathered for the one-day workshop, held in June 2013.

CONFERENCE ON DODD-FRANK AND THE FUTURE OF FINANCE

In the aftermath of the economic crisis of 2008, the U.S. Congress enacted one of the most comprehensive pieces of financial legislation in American history: the Dodd-Frank Wall Street Reform and Consumer Protection Act. The sprawling Dodd-Frank law seeks to strengthen the financial system by increasing transparency, accountability and stability. It also aspires to end the government’s bailout of financial institutions deemed “too big to fail.” A key (and controversial) provision of the law, the Volcker Rule, prohibits banks from engaging in proprietary trading and certain activities involving hedge funds. Due to its complexity, most of the law’s provisions have not yet taken effect. In July 2013, the Center for the Study of Financial Regulation held a two-day conference in Washington, D.C., in July 2013 that brought together academicians, economists, and high-level regulators from the SEC and other agencies to discuss the Dodd-Frank legislation.

GLOBAL CONFERENCE ON SOCIAL IMPACT

The Nonprofit Professional Development department held its “First Global Conference on Social Impact: A Pracademic Symposium” in June 2013, with 18 scholars joining from as far away as Canada, Italy, and Great Britain. The two-day conference for nonprofit leaders provided an opportunity to share cutting edge research on the area of social impact with the campus and local community. The conference offered noted experts speaking on challenges that organizations face
routinely, such as defining social impact, managing a volunteer workforce, measuring social return on investment and the role of risk. Speakers included Roxanne Spillett, president emeritus of the Boys & Girls Clubs of America; Patricia Phillips of the Salvation Army; and Naomi Penney of Notre Dame’s Center for Social Concerns; as well as a number of noted professors and researchers working in the area of nonprofit concerns. Nonprofit Professional Development is working on disseminating the proceedings from the conference to the sector, and anticipates having this conference on a biennial basis.

**INVESTMENT FOR IMPACT CONFERENCE**

Twenty-three current and former NFL players attended the “Investment for Impact” conference, held April 18-21, 2013 in the Stayer Center for Executive Education. The attendees gained an understanding of investment strategy and entrepreneurial ventures, and the fundamentals of social entrepreneurship – ventures intended to promote the greater good while being financially sustainable. The conference was designed and delivered by the Stayer Center and the Gigot Center for Entrepreneurship.

**EXCELLENCE IN ETHICS RESEARCH CONFERENCE**

The Institute for Ethical Business Worldwide held its annual Excellence in Ethics Research Conference at Notre Dame in May 2013, an event attended by about 35 faculty researchers and doctoral students from leading universities including Stanford, Harvard, and Yale. The conference, led by Institute Director Ann E. Tenbrunsel and sponsored by the Chase Manhattan Bank Endowment to Promote the Ethical Responsibilities of Business, also held a dissertation competition intended to expose early-stage doctoral students to new ideas for research that could form the basis of their dissertations.
SPEAKER & LECTURE SERIES

NONPROFIT GOVERNANCE BREAKFAST SERIES

Through a partnership with Notre Dame Department of Public Affairs and the ND Law School, Nonprofit Executive Programs (NEP) offered a breakfast series in Spring 2013. Designed to educate the Notre Dame and external community about how to create and maintain an effective board, these four breakfasts, which featured speakers from the Law School and Mendoza, reached 161 participants total.

BERGES LECTURE SERIES

The Berges Lecture Series is presented each fall by the Center of Ethics and Religious Values in Business and the Institute for Ethical Business Worldwide. The series features senior executives speaking about current issues of business ethics that impact a wide range of stakeholders, including employees, investors, consumers, and society as a whole. In 2013, speakers and their respective topics included:

Owen Ryan, CEO, AERS Advisory, Deloitte and Touche, LLP
September 3, 2013: “Reputation is the Most Important Asset: Ethics as a Key Differentiator in the Consulting Marketplace”

James Hackett, CEO, Steelcase Corporation
September 9, 2013: “The Notion of Competing”

Joseph Holt, Brian Levey, and Ken Milani, Mendoza College of Business Faculty Members
September 18, 2013: “Greed and Taxes in Business: A Panel Discussion”

John Donovan, Sr. Executive Vice President, Technology and Network Operations, AT&T Inc.
September 30, 2013: “Long Term Principles in a Short Term World”
TEN YEARS HENCE LECTURE SERIES

The annual Ten Years Hence lecture series, held each spring, features experts in a broad range of fields and interests exploring the issues, ideas, and trends likely to affect business and society in the next ten years. In 2013, the Ten Years Hence lecture series centered on the theme of “social impact.” The series kicked off with a discussion of how faith, religion, and the role of divinity will influence individuals’ lives, society, and the economy in the coming decade.

The schedule for the 2013 Ten Years Hence series included:

- Jan. 18: Panel discussion featured noted Notre Dame scholars Lawrence Cunningham, Tzvi Novick and James VanderKam from the Department of Theology; and A. Rashied Omar, Kroc Institute for International Peace Studies
- Feb. 8: Roxanne Spillett, former president and CEO of the Boys & Girls Clubs of America, one of the top 10 nonprofit organizations in the United States
- Feb. 15: Julia Silverman, co-founder of Uncharted Play, a social enterprise that creates products and services designed to use the idea of “playing” as a tool to address societal issues
- Feb. 22: Leo Burke, director of Notre Dame Executive Education Integral Leadership program and of the Global Commons Initiative, which emphasizes a collaborative approach to managing the world’s resources for the greater good
- March 1: Matthew Breitfelder, managing director of human resources for BlackRock, a global investment management company
- March 22: Ellen Gustafson, co-founder of FEED Projects and founder and executive director for the 30 Project, a new organization aimed at connecting global hunger and obesity while crowd-sourcing long-term food system change
April 26: Patricia Dinneen, managing director of Siguler Guff & Company, a global multi-strategy private equity investment firm with more than $10 billion in assets under management

SYMPOSIUMS, PRESENTATIONS, & MORE

INSIGHTS FROM FORESIGHT: A PUBLIC PRESENTATION

Foresight in Business and Society is a signature course required for all undergraduate business majors. Students are challenged to identify and evaluate major issues, trends and uncertainties impacting business and society, and to explore potential business opportunities that can drive sustainable innovation. The course provides students a framework, based on foresight skills, for thinking critically about change and making decisions regarding the future. It exposes students to quantitative and qualitative methodologies used by futurists to identify trends, consider the implications of change, to plan for alternative futures and to suggest strategies leading to preferred futures. It challenges students to demonstrate critical, creative, and systems thinking skills in order to fully understand complex change and how business can drive positive outcomes across all stakeholder groups.

Throughout the semester, students work in teams on a topic of their choosing that combines a significant issue facing the world today with business implications and opportunities. Past projects have addressed a wide variety of topics including a range of health, water, food, energy, education and sustainability related issues throughout the world. At the end of each semester the course culminates with a public presentation of the teams’ projects. In May, 2013, approximately 285 undergraduate students divided into over 60 teams exhibited the results of their research projects, exploring change across a wide range of topics affecting business and society. The
event included a keynote speaker, and Bob Schwartz, General Manager of Global Design at GE Healthcare, presented on innovations in providing medical care. In December, 2013, approximately 320 students divided into over 65 teams, presented their projects. The keynote speaker for this event was Kenneth Hersh, Co-Founder and CEO, NGP Energy Capital Management, and Founder of the Global Adaptation Institute. His presentation was on the future of energy.

**KNOWLEDGE TOUR: MAX PEER**

In July 2013, Max Peer, veteran bicycle globetrotter, pedaled onto the University of Notre Dame campus. Aided by technological advancements to optimize the safety and comfort of his projected four-year long humanitarian global trek, Peer, sponsored by the German software giant SAP, will be bringing the message of his “Share the Knowledge” tour to approximately 1,060 college campuses and SAP offices throughout the world. Peer has also been allied over the past several years with Denmark-based Interaction Design Foundation. The nonprofit IDF, in partnership with SAP since March 2013, is an online publisher that the past 10 years has been distributing free textbook and videos, designed by leading technology designers, to universities and tech companies around the world. In the past 15 years, Peer has parlayed his self-proclaimed passion for the outdoors into publicizing nonprofit organizations that share his “pay it forward” focus. His contribution to humanitarian causes has included the removal of land mines in a number of Asian countries, the distribution of toys and educational materials to needy school children, and the promotion of holocaust memorials.

**CHALLENGES TO INTERNATIONAL MARKETING ETHICS AND CORPORATE RESPONSIBILITY SYMPOSIUM**

In April 2013, Marketing Professor Patrick Murphy sponsored a marketing symposium at the Notre Dame London Centre on “Challenges to International Marketing Ethics and Corporate Responsibility.” More than 30 professors from Europe and the United States participated. At the
symposium, Unilver received the Hesburgh Award for Ethical, Environmental, and Socially Responsible Practices.

**ERNST & YOUNG ENTREPRENEUR OF THE YEAR CEO RETREAT**

As part of the “ultimate trade mission for Ireland’s top business minds,” 110 Irish business entrepreneurs attended executive education sessions during the Ernst & Young Entrepreneur of the Year CEO Retreat at Mendoza College in June 2013. Attendees engaged in continuing executive education lectures and seminars led by Mendoza College faculty. The retreat also included discussions on innovation, business ethics and the global impact of business policy and practice led by Ann Tenbrunsel, Rex and Alice A. Martin Professor of Business Ethics; Barry Keating and Jeffrey Bergstrand, professors of finance; and Carolyn Woo, former dean of Mendoza College and now president and CEO of Catholic Relief Services.

**DELOITTE CENTER FOR ETHICAL LEADERSHIP FORUM**

The Notre Dame Deloitte Center for Ethical Leadership held its second annual forum April 22-23, 2013 at the Stayer Center for Executive Education. About 40 scholars and executives attended “Values: Make ‘Em or Buy ‘Em?” to discuss corporate values from the perspective of the classic “make-or-buy” decision. The Center, which is dedicated to exploring character ethics, also publishes, “To the Point: Dispatches from the Ethical Frontier,” and offers a video series featuring first-person interviews with top executives, “Walking the Talk: Insights on Putting Ethics into Practice.” These and other resources can be found on the Center’s site at ethicalleadership.nd.edu.

**MAKING A LIVING, MAKING A DIFFERENCE**

Making a Living Making a Difference (MALMAD) is an annual event that explores career opportunities in the public and nonprofit sectors. It is co-sponsored by The Career Center, Master of Nonprofit Administration Program at the Mendoza College of Business, the Center for Social Concerns, Higgins Labor Studies Program, Kellogg Institute and the Notre Dame Law School. In 2013, there were three speakers for MALMAD: Joe Bozich (Alta Gracia), Dan Morrison (Citizens Effect), and Angela Smith Cobb (ROI Ventures). Alta Gracia Apparel is a groundbreaking clothing line produced at the first-ever apparel factory in the developing world to pay a living wage and
demonstrate full respect for workers' rights. Citizens Effect has, in the past five years, improved the lives of 350,000 people around the world by connecting dedicated Citizen Philanthropists and passionate nonprofit partners through a powerful technology platform. ROI* Ventures, LLC (*Return on Inspiration) is a strategy firm that works at the intersection of social impact and market opportunity, helping companies, organizations, and entrepreneurs find and grow markets that amplify their social impact and fuel their core business.

NONPROFIT COMPETENCIES PANEL

This event highlighted many of the core competencies critical to working in the nonprofit sector from the perspective of current nonprofit professionals. The panel, who spoke to 100 students and members of the local community, included Jacqueline Kronk (Development, Boys and Girls Clubs of St. Joseph County), Steve Camilleri (Executive Director, Center for the Homeless-South Bend), Dan Adelson (Executive Director, YMCA of St. Joseph County), Karen Sommers (COO, United Way of St. Joseph County).

CROSSING THE LINE: AN INSIDER’S PERSPECTIVE OF THE HEALTHSOUTH FRAUD

Only ten years ago, HealthSouth, recognized today as one of the nation’s largest health-care providers, found itself in the middle of a notorious case of corporate malfeasance. In March 2003, FBI agents descended on the company’s headquarters, setting off a federal investigation of accounting fraud on a massive scale, with fraudulent entries mounting as high as $2.7 billion. As CFO during the time the illegal practices were being put into place, Weston Smith had a front-row seat to HealthSouth’s meteoric rise and plummet.

In April 2013, the Center for Accounting Research and Education (CARE) at Mendoza College of Business sponsored a talk by Weston Smith. Smith titled “Crossing the Line: An Insider’s Perspective of the HealthSouth Fraud.” A frequent speaker on ethics and integrity in business, Smith described the culture of the company that supported the fraud, the mechanics of how the unethical accounting was put into place, and how detection was avoided. While his talk focused on the accountancy aspect of the scandal, Smith also addressed his message for broader audiences “to simply do the right thing” – a challenge to live and work responsibly.
INVENTION CONVENTION

The annual Notre Dame Invention Convention Youth Business Plan Competition invites local high school students to submit their best ideas for a business venture into the competition, which begins in the fall. Sponsored by the Gigot Center for Entrepreneurial Studies at the Mendoza College of Business and the Robinson Community Learning Center (RCLC), the event aims to enhance their business, academic and life skills through an entrepreneurship curriculum provided by the Network for Teaching Entrepreneurship (NFTE). The program cultivates a spirit of entrepreneurship by providing innovative learning experiences relevant to the entrepreneurial world. The 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, at which students have the opportunity to showcase their work while Notre Dame undergraduate and MBA students participate as mentors and event judges. In 2013, 16 students from nine schools presented their business ideas in 5-minute presentations with question and answer sessions. As a result of program growth, the Invention Convention was broken down into two divisions each with a best presentation and best business plan award.

ETHICS WEEK 2013: GOVERNING FOR THE GREATER GOOD: POLITICS AS PUBLIC SERVICE

Notre Dame’s Ethics Week 2013, sponsored by Mendoza College of Business, focused on the current political climate under the title “Governing for the Greater Good: Politics as Public Service.” The annual series takes place in February and brings in experts from a diverse array of industries to explore current ethics issues. Ethics Week was established to encourage the discussion of ethical matters in undergraduate and graduate business classes at Notre Dame and to secure a foundation for future discussions inside and outside the classroom.

The 2013 schedule of speakers included:

- Feb. 4: John Sturm, Associate Vice President, Federal and Washington Relations, University of Notre Dame
- Feb. 5: Pete Buttigieg, Mayor of South Bend

Principle 6: Dialogue
Feb. 6: Panel Discussion featuring Joe Zakas, Indiana State Senator; Andy Kostielney, St. Joseph County Commissioner; Jamie O’Brien, St. Joseph County Councilman
Feb. 7: Jack Colwell, South Bend Tribune political columnist

Over the course of the week, the cross section of speakers at the federal, state and local levels addressed questions, such as:

- What are the ethical dimensions of making a decision in government as a public servant?
- What is the impact of our current political climate on governing? What is the cure?
- What are the ethics issues in government in the wake of the November 2012 elections?
- What are the current ethics issues in government as they relate to business?