



American University
Washington, DC
Sharing Information on Progress Report; years 2015-2017
April 2018



Commitment to the PRME

I am proud to report that Kogod has not wavered in its investment in PRME's six principles of purpose, values, method, research, partnership and dialogue. Over the last several years, we have implemented a number of integrated programs that allow students and faculty to take on larger related projects with more university support.

The enclosed document details the research, courses and degrees at American University's Kogod School of Business that are directly related to the principles of PRME.

One such program is the American University entrepreneurship incubator, a Kogod-led, campus-wide resource for budding entrepreneurs. Students from across campus partner with each other to found their own businesses, which range from for-profit companies to non-profit and social ventures. Students conduct independent research, establish tailored business processes and work with funders in the greater DC community—all with the purpose of making a positive impact in the business world.

Our new strategic mission, "We equip and empower the Kogod community to use business as a force for meaningful change," aligns very well with the values and principles of PRME. We work to provide the knowledge, skills and experiences our faculty and students need to make a difference in the world.

We are excited to continue integrating PRME's values into our programming and community. By doing so, we hope to not only strengthen PRME and Kogod's missions, but invoke positive change in the global business world.

Respectfully submitted,

A handwritten signature in black ink that reads "John T. Delaney".

John T. Delaney
Dean, Kogod School of Business



The Six Principles of PRME

As an institution of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

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.

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 Nations Global Compact.

Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

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.

Principle 6: Dialogue:

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



PROGRAMS

The ***Master of Science in sustainability management*** is a collaborative program between the Kogod School of Business, the College of Arts and Sciences, the School of Public Affairs, and the School of International Service. The program combines business, science, and policy courses to prepare students to work in any sector concerned with sustainability. ***Principles: Purpose, Values, and Method***

Students from this program have:

- Interned at the World Wildlife Fund, World Resources Institute, Marriott International, NextGenVest, PSD Global, Urban Ecosystems Restorations Inc., American Council for an Energy Efficient Economy, VOX Global, Grocery Manufacturers Association, Third Way, ReefCam, Eco-Coach, Rare, and the Environmental Defense Fund.
- Started careers at Accenture, Marriott International, World Wildlife Fund, U.S. Department of State, World Resources Institute, USAID, Pacific Gas and Electric Company, National Association of Home Builders, Environmental Defense Fund, Compost Cab, The Pew Charitable Trusts, World Resources Institute, Francis Ford Coppola Winery, Local and State Government.
- Started careers in sustainability strategies to adapt to climate change in wineries, renewable energy, wildlife trafficking, sustainable food systems, sustainable supply chain management in fisheries, corporate engagement in responsible management, sustainability in the hospitality industry, green infrastructure.

In 2017, the MS in Sustainability Management:

- Had a student class profile with the following characteristics: 16 percent international, 60% female, 14% minority, 2.6 avg. work years, 3.25 grade point average, 25 avg. age.
- Hosted guest speakers from various organizations including the World Wildlife Fund, Institute for Governance and Sustainable Development, International Finance Corporation of the World Bank Group, Jackson Family Wines, Center for Water Security and Cooperation, Office of Sustainability at American University.



- Engaged specialized faculty in a part time role from The Arctic Institute, Climate Finance Advisors, and the Environmental Protection Agency.
- Launched a website of career resources and professional development opportunities for students interested in sustainability management or responsible management. This website is updated weekly with opportunities for our students, and is also available to the public:
<http://www.american.edu/kogod/graduate/sustainability-management/resources.cfm>
- Started the Sustainability Management Lunch Series, an event that seeks to promote conversation and collaboration among Kogod students enrolled in the MS in Sustainability Management, across the various facets of sustainability management. Over 21 MSSM students participated in Fall 2017. The Sustainability Management Lunch Series continue on a biweekly basis in Spring 2018. Fall 2018 will include inviting experts in various areas of Sustainability Management to attend the event, such that each lunch would be an opportunity for students to have an informal exchange with these experts, aside from the exchanges with their peers.
- Started conversations with full time faculty in the Kogod School of Business to motivate the further integration of sustainability and responsible management principles into the curriculum of 'traditional' business courses we teach (i.e. finance, international business, innovation, supply chain management, applied management.)
- Invited alumni from our MS Sustainability Management program to share their experiences and career paths with our current students in the program. Three alumni shared their story and advice with the Fall 2017 cohort of the program. Their careers focus on sustainable supply chain management of fisheries, renewable energy, and sustainability strategies to adapt to climate change in the wine industry, respectively. More alumni will be invited to share their stories and advice each semester.
- Planned to start the "Sustainability Management in Practice Day" initiative, which will take between ten and twenty graduate students at a time from the MS in Sustainability Management Program to visit companies in the Washington DC



Metropolitan area, several times during the semester, to learn first-hand of their sustainability and responsible management initiatives.

- Hosted the first Green Jobs Day on Feb 28th, 2018. Although the targeted audience for the event was graduate students from the MS in Sustainability Management program, all Kogod graduate students were invited to attend. The event was also open to other students who might want to stop by and meet the guest speakers and employers.
- Started conversations to further a strategic partnership with EARTH University and the University for Peace, both in Costa Rica, to develop experiential opportunities in sustainability, peace, and responsible management for Kogod students. Planning is underway to develop a special topics class in management that would take students to Costa Rica to learn about the country's carbon neutrality actions, among other business initiatives in the areas of energy and water management, food systems, sustainable agriculture and development, sustainable supply chains, and green infrastructure.

COURSES

We have continued to offer the following courses, which are representative of one or more of the PRME principles:

- Global Sustainability
- Sustainability Systems
- Managing for Climate Change
- Water, Energy, and Sustainable Enterprise
- Sustainable Products and Purchasing
- Global Corporate Citizenship
- Business Ethics
- Social Sustainability Strategies
- Global Supply Chain Management
- Applied Sustainability Management
- Entrepreneurship and Sustainability: Business Solutions for a More Sustainable World
- International Sustainability Experience



Peace through Entrepreneurship and Global Business Practicum (formerly *Peace Through Commerce Practicum*), a course that teaches students the role that commerce can play in the peace process in three ways: experientially by directly working with entrepreneurs in conflict regions helping them build business plans; through seminar dialogue with experts in the field; and through a guided independent study. Over the last two years, business plan preparation in the course focused on start-ups in the interior of Tunisia, Palestine, and Pakistan among other states. Over a dozen plans were prepared for a wide variety of businesses ranging from organic farming and vegetable processing to ecotourism. ***Principles: Purpose, Values, Method, and Partnership***

Consulting Practicum (formerly *Applied Business Practicum*), which has provided consulting services to a number of non-profit and social enterprises, such as a new bakery that trains and employs individuals with developmental, cognitive, and other disabilities. Students have also worked for the DC Deputy Mayor's Office for Planning and Economic Development to help launch a new program to provide financial services to the "underbanked." ***Principles: Purpose, Values, Method, and Partnership***

Strategic Thinking, a critical thinking in business course that includes in particular a critical discussion of the role of business in society, performance measures, and managerial professionalism, and encourages students to think about how businesses might create greater sustainable value for all stakeholders. ***Principles: Purpose, Values and Method***

Advertising and Marketing Communications Management, a course that emphasizes on how promotional campaigns are planned, created, and budgeted, and how these campaigns can inform buyers, change attitudes, and increase sales. As part of the course, students do projects with real-world companies. For example, students in the course have partnered with Ben & Jerry's, which exemplifies a corporate culture that supports society's needs at the same time it targets profitable operations. For more information on this project, see <https://www.american.edu/americanoday/campus-news/20110503-Kogod-Ben-and-Jerrys.cfm#>. ***Principles: Purpose, Values, Method, and Partnership***

Marketing for Social Change, a class that works with multiple local organizations to develop social marketing campaigns to address important social behaviors (e.g. reducing carbon footprint, reducing plastic bottle usage, and increasing healthy eating). Based on this project, the class was listed as a "Community Based Learning



(CBL) course, an AU designation of courses that involve substantial community engagement as a learning tool. **Principles: Purpose, Values, Method, and Partnership**

Ethics, Social Responsibility, and Governance: This course focuses on understanding and articulating standards of good behavior and on developing policies and procedures to assure that standards are met. Faculty member Nancy Sachs has been teaching this course in the full-time and part-time MBA programs.

Principles: Purpose, Values and Method

Management Communications for Social Responsibility, taught by Nancy Sachs, is a course in which students apply their oral writing and research skills to address real-world business and professional problems, and they examine the importance of persuasive communications for such soft skills as leadership, teamwork, decision-making, negotiations, and ethics. **Principles: Purpose, Values and Method**

RESEARCH

Our faculty 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.

1. **Maria Figueroa-Armijos & Corinne Valdivia.** (2017). Sustainable Innovation to cope with climate change and market variability in the Bolivian Highlands. *Innovation and Development*, 7(1), 17-35. DOI: <http://dx.doi.org/10.1080/2157930X.2017.1281210>
2. **Maria Figueroa-Armijos & Thomas G. Johnson.** (2016). Entrepreneurship policy and economic growth, solution or delusion? Evidence from a state initiative. *Small Business Economics*, 47(4), 1033-47. DOI: <http://link.springer.com/article/10.1007/s11187-016-9750-9>
3. **Grier, S.A.,** Kevin D. Thomas, and Guillaume D. Johnson (2017), "Re-imagining the marketplace: addressing race in academic marketing research," *Consumption Markets & Culture*, 1-10, published first online: <https://doi.org/10.1080/10253866.2017.1413800>



4. Johnson, G.D., K.D. Thomas & **S.A. Grier** (2017), "When the Burger Becomes Halal: A Critical Discourse Analysis of Privilege and Marketplace Inclusion," Consumption Markets & Culture, 20 (6) 497-522.
5. Isselmann DiSantis, K., S.K. Kumanyika, L. Carter-Edwards, D. Rohm Young, **S.A. Grier**, and V. Lassiter (2017), "Sensitizing Black Adult and Youth Consumers to Targeted Food Marketing Tactics in Their Environments," International Journal of Environmental Research and Public Health, 14 (11), 1316.
6. Bradford, T.W., **S. A. Grier** and G.R. Henderson (2017). "Weight Loss through Virtual Support Communities: A Role for Identity-Based Motivation in Public Commitment," Journal of Interactive Marketing, 40, 9-23.
7. Ozanne, J., B. Davis, J. Murray, **S.A. Grier**, H. Downey, A.E. Ekpo, M. Garnier, J.Hietanen, A. Seregina, K. D. Thomas, E. Veer (2017), "Assessing the Societal Impact of Research: The Relational Engagement Approach," Journal of Public Policy and Marketing, 36 (1), p. 1-14.
8. Bahl, S., G.R. Milne, S.M. Ross, D.G. Mick, **S.A. Grier**, S.K. Chugani, S. Chan, S.J. Gould, Y. Cho, J.D. Dorsey, R.M. Schindler, M.R. Murdock, S.B. Mariani (2016), "Mindfulness: The Transformative Potential for Consumer, Societal and Environmental Well-Being," Journal of Public Policy & Marketing, 35 (2), 198-210.
9. Davis, B. and **S. A. Grier**, (2015) "A Tale of Two Urbanities: Exploring Adolescent Alcohol and Cigarette Consumption In Low Versus High-Poverty Urban Neighborhoods," Journal of Business Research, special issue on Problem Gambling, Drinking or Smoking: Advancing Theory and Evidence, 68:10, pages 2109-2116.
10. Winner, the 2017 Thomas C. Kinnear, Journal of Public Policy and Marketing Best Paper Award
11. Adeigbe, R.T., S. Baldwin, K. J. Gallion, **S. A., Grier**, and A.G. Ramirez (2015) "Food and Beverage Marketing to Latinos: A Systematic Literature Review," Health Education and Behavior, 12. 42:5 569-582.



13. G. D. Johnson, R. Cadario, and **S. A. Grier** (2015) , "The Politics of Target Marketing" , in NA - Advances in Consumer Research, Volume 43, eds. Kristin Diehl and Carolyn Yoon, Duluth, MN : Association for Consumer Research, Pages: 580-581.
14. **Jeong, Yujin** and Siegel, Jordan I., Threat of Falling High Status and Corporate Bribery: Evidence from the Revealed Accounting Records of Two South Korean Presidents (November 1, 2017). *Strategic Management Journal*, Forthcoming.
15. **Siri Terjesen** was co-director and author of the Global Entrepreneurship Monitor Social Entrepreneurship Report (2015/16) which provided an assessment of social entrepreneurial activity and aspiration in 50+ countries around the world, and was featured in leading media.
16. Sealy, R., Doldor, E., Vinnicombe, **S., Terjesen, S.**, Anderson, D., & Atewologun, D. 2016. Expanding the notion of dialogic trading zones for impactful research: The case of women on boards research. *British Journal of Management*. Forthcoming. Accepted December 2016. Doi: 10.1111/1467-8551.12203.
17. Hechavarria, D., **Terjesen, S.**, Elam, A., Renko, M., & Justo, R. 2017. Taking care of business: The impact of culture and gender on entrepreneurs' blended value creation goals. *Small Business Economics*, 48(1): 225-257.
18. Aguilera, R., Judge, W., & **Terjesen, S.** 2017. Corporate governance deviance: A middle range theory. *Academy of Management Review*. Doi: 10.5465/amr.2014.0394. Forthcoming. Accepted September 2016.
19. **Terjesen, S.**, & Sealy, R. 2016. Board gender quotas: Exploring ethical tensions from a multi-theoretical perspective. *Business Ethics Quarterly*, 18(2): 153-190.
20. Terjesen, S. 2016. High-potential female entrepreneurship conditions. *IZA World of Labor*. doi: 10.15185/izawol.255
21. Terjesen, S., Bosma, N.S., & Stam, E. 2016. "Advancing Public Policy for High Growth, Female, and Social Entrepreneurs." *Public Administration Review*. 76(2): 230-239.



22. Terjesen, S., Couto, E., & Francisco, P. 2016. "Independent and Female Directors and Agency Costs: A Multi-country Study." *Journal of Management and Governance*, 20(3): 447-483. <http://link.springer.com/article/10.1007/s10997-014-9307-8>.
23. Jonsdottir, T., Singh, V., Terjesen, S., & Vinnicombe, S. 2015. "Director Identity in Pre- and Post-crisis Iceland: The effect of Board Life Stage and Gender." *Gender in Management: An International Review*, 30(7): 572-594.
24. Adams, R., de Haan, J., Terjesen, S., & van Ees, H. 2015. "Board Diversity: Moving the Field Forward" *Corporate Governance: An International Review*, 23(2): 77-82.
25. Terjesen, S., & Trombetta, L. 2017. "Gender diversity on boards in the United States, Australia, and Israel." In Gabaldon, P, Seierstad, C., & Mensi-Klarbach, H. (Eds.) *Women on boards*. Palgrave
26. Terjesen, S., Foust-Cummings, H., & Trombetta, L. 2017. "Those who serve and those who aspire to serve: Looking back and looking ahead." In Devnew, L., LeBer, M.J., Torchia, M., & Burke, R. (Eds.) *More women on boards: An international perspective*. Edward Elgar.
27. You, J., Terjesen, S., & Bilimoria, D. 2017. "Women in the upper echelons and on boards." In *Oxford Research Encyclopedia of Business and Management*. Forthcoming.
28. Terjesen, S. 2017. Social entrepreneurship among women and men in the United States. Small Business Administration and National Women's Business Council. Accepted January 2017. <https://www.nwbc.gov/research/social-entrepreneurship-amongst-women-and-men-united-states>.
29. Terjesen, S. 2016. Behavioral incentives, public policy, and women in the labor market. World Bank. Accepted October 2016.
30. Bosma, N.S., Schøtt, T., Terjesen, S.A., & Kew, P. 2016. Global Entrepreneurship Monitor 2015 to 2016: Special report on Social Entrepreneurship. Global Entrepreneurship Research Association, 2016. www.gemconsortium.org.

31. Terjesen, S., & Lloyd, A. 2015. Female Entrepreneurship Index. Global Entrepreneurship Development Index (GEDI). www.gedi.org.

Unique Additional Research

JILL KLEIN

Kogod partners with The Leadership Foundry, a corporate board coaching program, in conjunction with Women in Technology (WIT). Prof Jill Klein leads an annual research report and index reporting on corporate board gender diversity. This study has been published since 2010 and the work includes involving Kogod graduate students. The 2017 report information:

- October 2017: Advancing Women to the Corporate Board Room
Research Advisor: Jill Klein
- Student Research Associates: Hannah Hoffman MBA '17 and Heather Randall MBA '17.

SONYA GRIER

Dog Parks and Coffee Shops Film Screenings

Below does not include the multiple numerous screenings in educational classrooms around the world (based on faculty members seeing the doc and wanting to use it in classes across disciplines, including courses related to marketing, public policy, community research, gentrification, housing and economics).

1. **Charlotte City Government.** (August 30, 2017)
approximately 30 City of Charlotte government officials along with several community organizers and local politicians attended a web (WEBEX) screening and discussion of Dog Parks and Coffee Shops. The officials discussed the role of community organizations in mitigating negative effects of gentrification and what neighborhoods doing to promote more cross-group interactions.
2. **"Gentrification Corridor Solutions Session"** April 22, 2017
Charlotte New Science Center
3. **DC Public Schools Office of Instructional Practice Screening, (January 25, 2017)**



District of Columbia Public Schools, 1200 First Street, NE, Washington, DC 20002

4. **DC Neighborhood Screening, Simple Bar and Grill, (December 1, 2016)**
5. **African American Collaborative Obesity Research Network (AACORN) Conference Screening** August 17, 2016
The AACORN Conference brings together an interdisciplinary group of academics and cross-sector practitioners to address obesity in African Americans. The film screening kicked off the conference as a stimulus to discuss neighborhood issues.
6. **Historic West End Partners** (July 30th, 2016)
A catalyst organization to further define and implement meaningful and sustainable economic development in the **Historic West End** area of Charlotte, NC Held at: Greater Mount Moriah Primitive Baptist Church, 727 W. Trade Street, Charlotte, NC 28202
7. **Smart Growth America** Boston, MA (June 10, 2016)
The conference brings together the nation's leading real estate developers, investors, and local elected officials from around the country. Participants discussed smart growth issues, and prepared themselves for the future of smart growth development.
8. **African-American Real Estate Professionals Group** (March 3, 2016)
1325 G Street Northwest, Suite 500, Washington DC 20005
9. **Marvin Restaurant Community Screening** (October 30, 2015)
2007 14th St NW, Washington, DC 20009
10. **Trachtenberg School of Public Policy and Public Administration** (Oct. 29, 2015)
The George Washington University
805 21st Street, NW, Washington, DC 20006
11. **American University** (February, 2015)
Metropolitan Policy Center, Center School of Public Affairs, Film screening and discussion
12. **American University** (Screenings in business school, Community Research Scholars class and other)
13. **REEL Independent Extravaganza film festival** (October 2016)
Angelika Pop Up Theater at Union Market
Union Market, 550 Penn St NE



Washington, DC 20002

14. **REEL Independent Extravaganza film festival Community screening** (October 2016)
Northeast Neighborhood Library, 330 7th St. NE, Washington, DC 20002
15. **Association for Consumer Research Conference** (October 2014)
The major marketing conference has had a consumer research film festival for almost 15 years. The film won top honors of "Best Film" at the conference.

IOANNIS SPRYRIDOPOULOS

Working paper showing that by giving corporations access to the equity markets, creates large positive effects on local economic development (increasing home prices, employment, business establishments, and income per capita). A copy of my paper can be found on SSRN at this link: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2695464

CAROLINE BRUCKNER

Caroline Bruckner will participate at the *First Global Conference of the Platform for Collaboration on Tax* (PCT), which will be held at the United Nations headquarters in NYC in February. The topic of the conference is "Taxation and Sustainable Development Goals (SDGs)." Notably, the conference program includes a panel discussion on gender inequality and taxation. It appears as though our groundbreaking work in *Billion Dollar Blind Spot* caught the attention of the conference organizers at the World Bank. Please note, the PCT is a coalition of experts from the UN, IMF, World Bank and OECD, and the goal of the conference is to consider how tax policy can support the SDGs. This conference and any work that comes out of it could be relevant to our PRME efforts going forward.

Report: Women Business Owners Miss Out on Key Tax Provisions Designed to Stimulate Small Business Growth

Research by Kogod Tax Policy Center and Women Impacting Public Policy finds women business owners are unable to take full advantage of billions in tax incentives for small businesses, and that Congress has not carefully analyzed tax policy needs of

women business owners

Washington, D.C., June 2017—Research released by American University's Kogod Tax Policy Center and Women Impacting Public Policy (WIPP) shows that women business owners are missing out of key tax provisions and can't take full advantage of more than \$255 billion in tax incentives designed to stimulate small business growth, access to capital and investment because of how they are legally organized and the industries they are in.

- Kogod's report, *Billion Dollar Blind Spot: How the U.S. Tax Code's Small Business Expenditures Impact Women Business Owners*, which used a national survey of WIPP-affiliated women business owners as part of its analytical foundation.

DAVID BARTLETT

1. The Global Consulting Practicum (IBUS 687) that launched in fall 2015 has included several live FTMBA projects with a sustainability component:

- Water and wastewater management in India
- Disaster relief in New Zealand and Philippines
- Fresh produce and aquaculture in Colombia
- Sustainable cocoa in Dominica

Jennifer Oetzel

- Served on the Advisory Board for the Venture Peacebuilding Symposium held at SIS at AU Washington, D.C. January 22-23, 2017.
- Member of the Research Committee at the Institute for Economics and Peace.
- Co-organized the conference below with the Institute for Economics and Peace:

Second biennial conference on business and peace, "The Business and Economics of Peace," Kogod School of Business at American University in Washington, D.C. April 10-11, 2015.

Oetzel, J. & Miklian, J. 2017. Multinational enterprises, risk management, and the business and economics of peace (Invited Perspective Piece). *Multinational Business Review*, <http://www.emeraldinsight.com/doi/full/10.1108/MBR-09-2017-0064>.



*Downloaded approx. 924 times in 2 first two and a half months online (Dec. 2017-Feb 19, 2018).

Oh, C.H. & Oetzel, J. 2017. Once bitten twice shy? Experience Managing Violent Conflict Risk and MNC Subsidiary-level Investment and Expansion. *Strategic Management Journal*, 38(3): 714-731.

Oetzel, J. & Breslauer, M. 2015. The business and economics of peace: Moving the agenda forward. *Business, Peace and Sustainable Development*.

STUDENT ORGANIZATIONS

We have several student organizations that give our students the opportunity to practice various principles of responsible management.

Making a Difference is our Business program

Kogod Leadership and Applied Business (K-LAB) has launched a *Making a Difference is our Business* program. Students have worked on several volunteer projects in Washington, such as DC Central Kitchen's job training program. ***Principles: Purpose, Values and Method***

Net Impact

The Kogod chapter of Net Impact sponsors at least one volunteer or educational activity per month. ***Principles: Purpose, Values and Method***

CASE COMPETITIONS

Principles: Purpose, Values, Method, and Partnership

Every year our students participate in a number of case competitions, both internal and external, including:

Every year our students participate in a number of case competitions, both internal and external, including:

- The Kogod Case Competition that involves social or environmental issues in an international context. This provides a great opportunity for students not only to network with over 60 business leaders but also to sharpen their problem-solving skills.



- 2015 Uber Case: Amid a backdrop of aggressive market share, sexism allegations, hostility to journalists and other criticism, develop a strategy for future success for the company.
- 2016 Walmart/Monsanto Case: Develop a rationale for Monsanto making a shift in existing supply chains to help low-income farmers in Ghana as Wal-Mart does in other developing countries.
- McDonough-Hilltop Business Strategy Challenge (Georgetown University): In 2013, 2015, 2016, and 2017, Kogod students participated in this case competition, which presents cases from non-profits with 501(c) status who will implement the winning team's recommendation.
- CUIBE- Consortium of Undergraduate International Business Education Case Competition (Northeastern University): Kogod students participated in this case competition in 2012, 2013, 2014, 2015, 2016, and 2017.
- Business Language Case Competition (Brigham Young University): The BYU Business Language Case Competition gives students a chance to present an international business case in either Mandarin Chinese, Spanish and Arabic. Kogod students participated in 2012, 2013, 2014, 2015, 2016, and 2017.
- KeyBank Minority MBA Case Competition (Ohio State University): The KeyBank Foundation supervises the selection of a contemporary and never-before-used case topic addressing business issues with varied implications at either a national or international level. Kogod students participated in 2015, 2016, and 2017.
- Beta Gamma Sigma Global Leadership Summit: Beta Gamma Sigma's annual Global Leadership Summit allows BGS members to advance their leadership development while building relationships with fellow leaders from BGS chapters around the world. During the Summit, students participate in a carefully cultivated series of leadership sessions designed to build upon each other to culminate in an intensive team competition. Kogod students completed and won their categories in 2016 and 2017.
- Race and Case Competition (University of Denver): Each year the Daniels College of Business hosts teams from around the country in a premier business ethics case competition and alpine ski challenge rolled into one. Kogod students competed in 2017 and placed second in the ski race portion of the competition and will compete again in 2018.
- Nespresso's Sustainability Challenge: The Competition is intended to provide a real-world experience for the students that will encourage healthy competition, professionalism and interaction by our future business leaders, both among



themselves and with our business community around issues of sustainability. Kogod students competed in 2017.

- Net Impact Sustainability Challenge (Simon Fraser University): By analyzing and presenting solutions to a panel of judges with extensive academic and industry experience, teams from accredited business schools across North America compete for thousands of dollars in prize money, working on a live case released two weeks prior to the competition date. Kogod students competed and took second place overall in 2017.
- Real Vision Investment Case Study (sponsored with The Economist): Competing teams produce a detailed analysis and supporting video to determine the best course for the presented investment opportunity. Kogod students competed in 2016.
- Net Impact Case Competition (University of Colorado-Boulder): The Net Impact Case Competition (NICC) is the premier MBA case competition focused on solving real world social and environmental business challenges. Kogod students participated in 2016.

OUTREACH ACTIVITIES

American University, through the Kogod School of Business and the School of Public Affairs, is a founding member of the **Stewardship Action Council (SAC)**, a public-private-nonprofit collaboration working to enhance stewardship and sustainability across all dimensions. Faculty member Heather Elms participates in this activity.

Principles: Values, Partnership, and Dialogue

The Kogod School entered a memorandum of understanding with the National Defense Council Foundation (NDCF) to facilitate collaboration in furtherance of the **Strategic Regions Enterprise Network (SRN)**. The focus of SRN is to promote peace through private sector development. This alliance has led to a number of consulting projects for students, the first of which was to assist in organizational development for SRN. Subsequent projects, which have been carried out by graduate and undergraduate students enrolled in our Peace Through Commerce course, have provided business expertise across multiple functional areas to for-profit organizations.

Principles: Purpose, Values, Method, Partnership, and Dialogue