



KOGOD SCHOOL *of* BUSINESS

AMERICAN UNIVERSITY • WASHINGTON, DC

Principles for Responsible Management Education Sharing Information on Progress Report (2011–2014)



PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

2014



Dear Friends and Colleagues,

The Kogod School of Business is proud to submit our second Sharing Information on Progress (SIP) Report to the PRME community. We remain steadfast in our dedication to the principles of responsible management and are confident that this report will highlight that commitment.

Over the past three years, we have continued to integrate the six principles into our courses and research. We have also started or revamped several graduate programs which align closely with the principles of responsible management. Additionally, we've incorporated several new initiatives, including a quarterly magazine, *Kogod Now*, which serve to promote the PRME principles and increase our outreach and dialogue in these areas.

In the next few years we intend to continue our efforts to integrate the PRME principles of purpose, values, method, research, partnership, and dialogue into our courses, programs, and activities so that our students will become effective and responsible leaders.

Respectfully submitted,

A handwritten signature in black ink that reads "Erran Carmel". The signature is written in a cursive, flowing style.

Erran Carmel
Dean
Kogod School of Business

Six Principles

As institutions 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.

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:



Each year we choose a case for our ***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.

2012 OPOWER Case: This start-up company tracks utility usage for customers, compares it with their neighbors, and provides them with feedback on how to reduce their usage. OPOWER had success in their test markets but were worried about taking the company national or even global. They also didn't know how sustainable their current business model was.

2013 National Geographic Case: The organization was creating a digital initiatives portfolio and needed to better understand what positions to create, reclassify or remove from their current structure. The subtext of the case was how best to continue their print magazine.

2014 FIJI Water Case: FIJI was struggling in the international market and wanted to improve their marketing strategies for international success.

Deloitte Battle of the Beltway: In this case competition hosted by Deloitte, Kogod students are exposed to the consulting industry and Deloitte's Federal practice. Past cases have addressed the United States Navy and the Federal Railroad Administration.

Hult Prize: In 2014, Kogod students participated in this competition, which is a start-up accelerator for social entrepreneurship that aims to identify and launch the most

compelling social business ideas — start-up enterprises that tackle grave issues faced by billions of people.

McDonough-Hilltop Business Strategy Challenge (Georgetown University): In 2013, 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- Northeastern University International Business Case Competition: Kogod students participated in this case competition in 2012, 2013, and 2014.

UDC Business Plan Competition: Kogod students participated in this competition in 2013, presenting a business plan or model that has social and economic aspects that help their local community or society as a whole.

Alberta Not-for-Profit Case Competition: In 2014, Kogod students participated in this case competition, which partners with one of Edmonton's not-for-profit organizations to present competitors with a live case that outlines the organization's current challenges and/or opportunities.

PROGRAMS

The principles of responsible management are also represented in several of our graduate programs.

In Fall 2012, we launched our new ***M.S. in Sustainability Management***, a collaborative program between the Kogod School of Business, the College of Arts & 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***

In Fall 2014, we launched a revitalized version of our ***full-time MBA program***, with a focus on consulting, global perspectives, and the business at the private-public intersection. It includes a global consulting project, where student groups partner with an international company to present innovative solutions to real-world problems. ***Principles: Purpose, Values, Method, and Partnership***

COURSES

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

Washington Initiative, a course that engages students in service learning projects. Fall semester projects have included providing promotional support for the annual Help-the-Homeless 10K and helping to institutionalize educational activities at Hoop Dreams. Each spring semester, students help low-income DC residents with tax preparation. Beginning in Spring 2014, as part of a campus-wide initiative to emphasize social

responsibility and engagement with issues in the DC area for undergraduate students, this course will be one of a cohort of designated community-based learning and/or research (CBLR) offerings. *Principles: Purpose, Values and Method*

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. 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. The course first ran in Fall, 2009, and it is offered every Fall semester. This course is part of our core required curriculum for the MBA program, and we just developed a "blended" (i.e., partially online) version of it for the new Professional MBA program in Fall 2012. *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, a new 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**

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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. **Baker, H.K.** Nofsinger, J.R. (Eds). 2012. *Socially Responsible Finance and Investing*. Robert W. Kolb Series in Finance. Hoboken, NJ: John Wiley & Sons, Inc.
2. **Boland, Wendy Attaya**, Paul M. Connell, and Beth Vallen (2013), "Time of Day Effects on the Regulation of Food Consumption after Activation of Health Goals," *Appetite*, 70, 47-52.
3. **Boland, Wendy Attaya**, Paul M. Connell and Lance-Michael Erickson (2012), "Children's Conceptualization of Sales Promotions and Their Impact on Purchase Behavior," *Journal of Consumer Psychology*, 22 (2), 272-279.
4. Bradford, T.W., **S.A. Grier**, and G.R .Henderson (2012), "Gifts and Gifting in Online Communities," *Research in Consumer Behaviour*, 14, 29-46.
5. DiSantis, K.I., **S.A. Grier**, A. Odoms-Young, M.L. Baskin, L. Carter-Edwards, D.R. Young, V. Lassiter, S. and K. Kumanyika (2013), "What "price" means when buying food: Insights from a multi-site qualitative study with Black Americans," *American Journal of Public Health*, 103 (3), 516-522.
6. **Elms, H.**, Johnson-Cramer, M., & Berman, S., "Bounding the World's Miseries: Corporate Responsibility and Freeman's Stakeholder Theory." In R. A. Phillips (Ed.), *Stakeholder Theory: Impact and Prospects*, 2011. Northampton, MA: Edward Elgar Publishing.
7. **Elms, H., Westermann-Behaylo, M.** 2012. "Corporate Social Responsibility." In H. Kent Baker and J. R. Nofsinger (Eds), *Socially Responsible Finance and Investing*, Robert W. Kolb Series in Finance. Hoboken, NJ: John Wiley & Sons, Inc.

8. **Grier, S.A.** and E. Moore, (2012), "The Epidemic of Childhood Obesity and the Transformative Role for Consumer Researchers," in *Transformative Consumer Research: for Personal and Collective Wellbeing*, eds. D.G. Mick, S. Pettigrew, C. Pechmann and J.L. Ozanne, Taylor and Francis, New York, NY, 303-332.
9. **Grier S.A.** and B. Davis (2013), "Are All Proximity Effects Created Equal? Fast Food near Schools and Body Weight among Diverse Adolescents," *Journal of Public Policy and Marketing*, 32:1, 116-128.
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11. **Grier S.A.** and V.Lassiter (2013), "Understanding Community Perspectives: A Step towards Achieving Food Marketing Equity," in *Advances in Communication Research to Reduce Childhood Obesity*, Eds. Chiquita Collins, Keryn Pasch and Jerome Williams, Springer, p. 343-366.
12. **Grier, S.A.** and E. Moore, (2012) "The Epidemic of Childhood Obesity and the Transformative Role for Consumer Researchers," in *Transformative Consumer Research: for Personal and Collective Wellbeing*, eds. D.G. Mick, S. Pettigrew, C. Pechmann and J.L. Ozanne, Routledge, New York, NY, 303-332.
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14. **Grier, Sonya A.** (2012), "The Role of Marketing in Disparities," in *Measuring Progress in Obesity Prevention: Workshop Report*. Washington, DC: The National Academies Press.
15. **Hastak, Manoj (2004)**, "Regulation of the Rent-to-Own Industry: Implications of the Wisconsin Settlement with Rent-A-Center," *Journal of Public Policy & Marketing*, Volume 23, Number 1, pp. 89-95.
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21. Kemp, E., M. Bui and **S.A. Grier** (2011) "Eating Their Feelings: Examining Emotional Eating in At-Risk Groups in the United States", *Journal of Consumer Policy*, 34:2 (June), 211-229.
22. Kemp, E., M. Bui and **S.A. Grier** (2013), "When Food is More Than Nutrition: Understanding Emotional Eating and Overconsumption," *Journal of Consumer Behavior*, 12:3, 204-213.
23. Kumanyika, S.K., **S.A. Grier**, K. Lancaster, and V. Lassiter (2011), Impact of Sugar-Sweetened Beverage Consumption on Black Americans' Health, Research Brief for the African American Collaborative Obesity Research Network (January). Available: <http://www.aacorn.org/uploads/files/AACORNSSBBrief2011.pdf>.
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27. Montgomery, K.C., **S.A. Grier**, J. Chester, L. Dorfman (2013) "The Digital Food Marketing Landscape: Challenges for Researchers," in *Advances in Communication Research to Reduce Childhood Obesity*, Eds. Chiquita Collins, Keryn Pasch and Jerome Williams, Springer p. 221-242.

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29. Montgomery, K.C., **S. A. Grier**, J. Chester, L. Dorfman (2011), "Food Marketing in the Digital Age: A Conceptual Framework and Agenda for Research ". (April) Berkeley, CA: <http://digitalads.org/reports.php>.
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36. **Russell, Cristel** Antonia and Edward McQuarrie "The Impact on Pre-Drinking Teens of Exposure to Alcohol Narratives." (Research in Progress)
37. **Russell, Cristel** Antonia, and Valeria Noguti "Alcohol Product Placements: The Impact of 'The Perceived Influence of TV Series on Others'." (Research in Progress)
38. **Russell, Cristel Antonia**, Dale W. Russell, **Wendy Attaya Boland** and Joel W. Grube (2014), "Television's Cultivation of American Adolescents' Beliefs about Alcohol and the Moderating Role of Trait Reactance," *Journal of Children and Media*, 8 (1), 5-22.
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42. **Russell, Cristel A.**, Hope Jensen Schau and David Crockett (2013), "Diversity in Television Narratives and Consumers' Appropriation through Homophilization," *Journal of Public Policy and Marketing*, 32, 119-130.
43. **Russell, Cristel A.** and Sidney J. Levy (2012), "The Temporal and Focal Dynamics of Volitional Re-consumption: A Phenomenological Investigation of repeated Hedonic Experiences," *Journal of Consumer Research*, (August).
44. **Sanal K Mazvancheryl** (2011), "Customer satisfaction and sustainable firm performance: The role of uncertainty," *International Journal of Research in Commerce and Management*, Vol. 2 (4), 1-8.

OTHER RESEARCH RELATED CONTRIBUTIONS

Oetzel, J. Editorial Board Member. *Business, Peace, and Sustainable Department* (new academic journal associated with PRME). *Principle: Research*

Professor Grier, the instructor for Marketing for Social Change, won a grant from CTRL with an interdisciplinary team comprising three scholars (from political science, philosophy and psychology) to explore the interiority of environmental issues with the aim of expanding the breadth of environmental studies. The project involves in-house study among the core group, a spring panel discussion for the AU community with invited speakers, and cross-disciplinary curriculum activities. Professor Grier and her colleagues are exploring the ability of marketing (psychology, political science and philosophy) to elicit environmental concern from within individuals, and help people appreciate how working toward environmental wellbeing can be a form of personal fulfillment. They have held joint classes to engage the students in thinking beyond boundaries (e.g. Professor Grier's MKTG 496 "Marketing for Social Change" course met with a Philosophy course on "Ethics and Food") and an interdisciplinary panel was held in the spring that addresses these issues. *Principles: Research and Partnership*

Professor Heather Elms is a regular participant in the *Fund for Peace's "Business & Human Rights Roundtable*, which enables regular interaction with executives in particular from the extractives industry. *Principles: Values, Research, Partnership, and Dialogue*

Professor Heather Elms has been engaged in **stakeholder discussions regarding the development of an International Code of Conduct for Private Security Service Providers**. Her work in the private security industry includes activities such as moderating a webinar on “International Initiatives Addressing Private Security Provision”, which is part of the “Montreux Plus Five: Assessing the Current Status of the Development and Implementation of International Standards for the Private Military and Security Industry” webinar series, hosted by American University, Washington College of Law, Center for Human Rights & Humanitarian Law. *Principles: Values, Partnership, and Dialogue*

Dog Parks & Coffee Shops: Diversity Seeking in Changing Neighborhoods (2014)

This short documentary film by marketing professor Sonya Grier explores diversity-seeking, community, and consumption in neighborhoods undergoing urban revitalization. In a study of three Washington, DC neighborhoods, we find that differences in resources, cultural norms and cultural preferences lead to tensions among some residents and perceived exclusion from consumption opportunities for others. This film won the "People's Choice" Award at the 13th Annual Association for Consumer Research (ACR) Film Festival (October 2014). See the trailer at <https://vimeo.com/106674926>. *Principles: Values, Research, and Dialogue*

Citizen Consumer: Ideals in Conflict? (2013)

In this short documentary film, marketing professor Sonya Grier looks into what it means to be a consumer in a context which emphasizes social goals as key to citizenship. This film presents a snapshot of consumer life in a socialist market. It explores the evolving notion of citizen/consumer in Cuba at a time of shifting market dynamics and cultural change. The film won the "Judges' Choice" Award at the 12th Annual Association for Consumer Research (ACR) Film Festival (October 2013). See the trailer at <https://vimeo.com/74583684>. *Principles: Values, Research, and Dialogue*

Kogod Now

In March 2011, the Kogod School of business launched its first issue of ***Kogod Now***, a bi-annual digital research magazine whose content examines trending business topics through current academic research. Each issue focuses on a specific business-related topic and features faculty research that directly or indirectly relates to the topic.

Principles: Values, Research, and Dialogue

The issues published to date have included:

- **Spring 2011 Issue**

This issue focused on ***Peace Through Commerce***, and highlighted research by faculty members Erran Carmel, Peter Chinloy, Heather Elms, Alberto Espinosa, Kathleen Getz, Robert Lipnick, Gerald Martin, Ghiyath Nakshbendi, Jennifer

Oetzel, Leigh Riddick, Robert Sicina, and Michelle Westermann-Behaylo. Please visit <http://kogodnow.com/category/spring-2011/> to view the articles in this issue.

- **Fall 2011 Issue**

This issue focused on **Healthcare**, and highlighted research by faculty members Wendy Boland, Mark Clark, Robert Edgell, Sonya Grier, Manoj Hastak, Daniel Jacobs, David Kautter, Tracey King, Gwanhoo Lee, Robin Lumsdaine, Alexandra Mislin, Anusree Mitra, Tomasz Mroczkowski, Edward Wasil, and Xiaomeng Zhang. Please visit <http://kogodnow.com/category/fall-2011/> to view the articles in this issue.

- **Spring 2012 Issue**

This issue focused on **Corporate Governance**, and highlighted research by faculty members Ron Anderson, Parthiban David, Augustine Duru, David Gauge, Bruce Hartman, David Kautter, Jill Klein, Ayman Omar, and Yinqi Zhang. Please visit <http://kogodnow.com/category/spring-2012/> to view the articles in this issue.

- **Fall 2012 Issue**

This issue focused on **Transit**, and highlighted research by faculty members Mark Clark, Frank DuBois, Alberto Espinosa, Stevan Holmberg, Itir Karaesmen Aydin, David Kautter, Richard Linowes, Kashaf Majid, Meredith Persily Lamel, Cristel Russell, and Michelle Westermann-Behaylo. Please visit <http://kogodnow.com/category/fall-2012/> to view the articles in this issue.

- **Spring 2013 Issue**

This issue focused on **Behavior**, and highlighted research by faculty members H. Kent Baker, Barbara Bird, Michael Clayton, Bill DeLone, Frank DuBois, Phil English, David Kautter, Susan Krische, Sanal Mazvancheryl, and Cristell Russell. Please visit <http://kogodnow.com/category/spring-2013/> to view the articles in this issue.

- **Fall 2013 Issue**

This issue focused on **Regulation**, and highlighted research by faculty members Valentina Bruno, Peter Chinloy, Mark Clark, Robert Edgell, Alberto Espinosa, Casey Evans, Robert Hauswald, Yujin Jeong, David Kautter, Gopal Krishnan, Robin Lumsdaine, Gerald Martin, Jim Moser, Robert Sicina, John Simson, and Robert Sloan. Please visit <http://kogodnow.com/category/fall-2013/> to view the articles in this issue.

- **Spring 2014 Issue**

This issue focused on **Business and the Media**, and highlighted research by faculty members Bill Bellows, Wendy Boland, Michael Clayton, Sonya Grier, David Kautter, Robin Lumsdaine, Leigh Riddick, Cristel Russell, and John Simson. Please visit http://kogodnow.com/pdf/KogodNow_Spring_2014_Issue.pdf to view the articles in this issue.

- **Fall 2014 Issue**

This issue focused on ***Research Meets Practice***, and highlighted research by Nelson Amaral, Erran Carmel, Kimberly Cornaggia, Parthiban David, Sonya Grier, Jeffrey Harris, Manoj Hastak, David Kautter, Susan Krische, Gopal Krishnan, Alexandra Mislin, Jennifer Oetzel, Edward Wasil, and Xiaomeng Zhang. Please visit

http://issuu.com/kogodschoolorbusiness/docs/kogodnow8_final_toc/0 to view the articles in this issue.

CONFERENCES

The inaugural conference, “***Peace Metrics, Peace Economics, and the Role of Business***,” Co-hosted by the Institute for Economics and Peace and American University’s Kogod School of Business and supported by Principles for Responsible Management Education (PRME) and the U.S. Institute for Peace Public education for Peacebuilding Support Initiative, took place April 5-6, 2013 in Washington, DC. Professor Jennifer Oetzel was the Conference Organizer in Kogod. This multi-disciplinary conference focused on analyzing conceptual frameworks for measuring peace, understanding the generalized determinants of peace, describing the economic benefits of a more peaceful society, and identifying the relationship between business and peace. The conference connected academics and students from different conceptual and theoretical backgrounds, provided a forum for research presentations by selected graduate students, and presented current research, practice, and ideas from established academics and practitioners. This forum aimed to develop new ideas and thinking on this research, establish networks to sustain conversation and the exchange of ideas, and produce a new annual publication, *Peace Metrics*. The conference convened graduate students and academics in the following areas of study: business, public policy, international relations, orthodox and heterodox economics, and statistics, among others. ***Principles: Values, Research, Partnership, and Dialogue***

The second ***Peace Metrics Conference*** will be held April 10-11, 2015. ***Principles: Values, Research, Partnership, and Dialogue***

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***