MENDOZA COLLEGE OF BUSINESS
THE UNIVERSITY OF NOTRE DAME

2014 UN Principles of Responsible Management Education
Sharing Information on Progress Report
LETTER FROM THE DEAN

June 15, 2015

Since Mendoza first ranked as the No. 1 undergraduate business school in 2010, we have added a short tagline to mentions of the ranking on celebratory banners, posters and bumper magnets: It's a responsibility.

To some, that might seem like throwing a big wet blanket over an accomplishment that we should be bragging about. Don’t get me wrong—we certainly welcome the ranking. But it has never been the point for us to use it as a way of saying we’ve arrived, we’re the best, everyone else can go home.

Instead, being recognized as a leader signifies that we have a responsibility to serve—our students, the Mendoza and Notre Dame community, and truly a host of global stakeholders whose future depends on the raising up of leaders who understand the power of business when it is directed toward changing society for the better.

Leaders who understand their responsibility to serve, or put another way, servant leaders.

“Servant leadership” is not a new term. An early reference goes back to the Biblical passage in Matthew where Jesus explains to his disciples that the true purpose of his earthly incarnation was to serve, not to be served. To offer himself up as a sacrifice for many.

Now, the “leader” part is easy to understand. Everyone wants to become a leader. It is the most common marketing pitch there is for colleges, especially graduate business programs. We associate “business leader” with power and influence; the rock star CEO with the big ideas and personality, pulling everyone in his or her wake.

But servant leaders first and foremost recognize that whatever resources are given into their hands— the lives of their employees, whatever wealth or assets the company has acquired, the customers and shareholders—are not theirs to possess.

Servant leaders seek to build trust and use persuasion, rather than to dictate or coerce. They are dedicated to growth of the individual as well as the organization, empowering others and in doing so, encouraging transparency and accountability.

They are to be stewards—mere stewards—dedicated to a philosophy that says, I am responsible for the lives of those around me. I am responsible for their welfare, and that of my customers and stakeholders. I am responsible to the world.
There’s that word . . . responsible. Responsibility. It is not a word we usually associate with fun or privilege. It is something that we often want to turn away. But the simple word “responsible” is nothing short of transformational, if you place it at the center of your vision of leadership.

If this is sounding a little lightweight to you, a little too soft to possibly be effective, let me throw out a few company names here: Starbucks, Costco, Southwest Airlines, and Whole Foods. These are just a few companies recognized as very high performing, and as it turns out, that also have CEOs who practice servant leadership principles.

Servant leadership is not mutually exclusive with company growth and superior results; in fact, research finds just the opposite.

Here is another consideration. We recently have heard Pope Francis publically recognizing the role of business in improving people’s welfare in certain areas, while indemnifying the widespread social exclusion that often results.

Many news outlets ran headlines about the pope excoriating capitalism. But take a closer and deeper look, and you find that he is urging people away from business as consumerism, to a transformational vision of business as a vital force for societal good. He states, “Business is, in fact, a vocation, and a noble vocation, provided that those engaged in it see themselves challenged by a greater meaning in life.”

At the Mendoza College of Business, this same message that business is a vocation was stated by our founding dean, the Rev. John Cardinal O’Hara, C.S.C., who stated in an often-quoted passage, “The primary function of commerce is service to mankind.” You could say that the College was built upon the notions of servant leadership.

Servant leadership does not require a big executive title. It doesn’t require that you command billion dollar budgets. It only requires an attitude that says, I accept the responsibility to serve.

Martin Luther King Jr. said, “Everyone can be great because anyone can serve.” Let us all aspire to be great.

God bless you.

Roger Huang

Roger Huang
Martin J. Gillen Dean of the Mendoza College of Business
Kenneth R. Meyer Professor of Global Investment Management
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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.
FACULTY
2014-2015 Academic Year
  86 Professors
  37 Clinical Professors
2013-2014 Academic Year
  90 Professors
  34 Clinical Professors

STUDENTS
2014-2015 Academic Year
  2,050 Undergraduates
    671 Graduates
2013-2014 Academic Year
  1,971 Undergraduates
    673 Graduates
PROGRAMS

UNDERGRADUATE STUDIES

Accounting
Finance
Management
Marketing

GRADUATE STUDIES

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

ASSOCIATED PROGRAMS

ESTEEM (Master’s program in Engineering, Science, and Technology Entrepreneurship)

Joint Three-Year MBA/JD
Joint Four-Year MBA/JD
Joint Five-Year MBA/Science Program
Joint Five-Year MBA/Engineering
MAGI

In his 2013 Dean’s Report for Mendoza College of Business, Dean Huang reflected 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 College of Business, 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 of Business 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 of Business 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 College of Business 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 College of Business, 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 of Business, 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 of Business 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 of Business competes for faculty members who are top experts in their disciplines.

In addition, Mendoza College of Business 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 of Business’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 of Business 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 of Business seeks to create additional dual-degree programs, and to make use of the global gateways that Notre Dame has in various countries. For its undergraduates, Mendoza
College of Business 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 2014, Mendoza College of Business welcomed its second class of Master of Science in Management students. The MSM 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 of Business 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.

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 of Business’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 Dean 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 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.

2014
1st North American PRME Regional Meeting: The University of Washington: Bothell School of Business hosts the first regional meeting for Canadian and United States PRME signatories and other interested schools of business. Thirty-eight representatives from various schools meet to discuss the impact of PRME in their respective institutions.
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
Sharing Information on Progress Contact

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 2014. The report is categorized by the six principles of PRME along with specific examples of how Mendoza supports each respective principle.

Contact for PRME SIP Report

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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)

2015 Contact: Jeremy Forbes, President (Jeremy.L.Forbes.21@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
2015 Contact: Rory Teeling, President (rteeling@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
2015 Contact: Hadi Faqihi, President (hfaqihi@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

2015 Contact: Kelly Chase, President (Kelly.J.Chase.22@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, the club have worked with Waste Management, the YMCA, the Global Food Banking Network, and the Elkhart Center for Community Justice.

Women in Business

2015 Contact: Leila Whitely, Co-President (lwhitley@nd.edu)

Meredith Alexander Co-President (malexan5@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. The club also worked in conjunction with the Forté Foundation. Its goals are to foster a strong community of women at Mendoza and beyond and to network and inspire women in business. The club strives to reach these goals by holding events, club meetings, and facilitating conversations about current issues. It posits that one can continue to learn through dialogue with alumni, recruiters and experienced professionals. One annual event is a Women’s Symposium for candidates thinking about joining the Mendoza MBA family.
Business Analytics

2014-2015 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

2015 Contact: Binbin Xiao, President (Binbin.Xiao.24@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

2014-15 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 services through community projects to continue to build relationship between Notre Dame and the South Bend community.

**Consulting Club**

2015 Contact: Damilola Adesoye, President (dadesoye@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)

MoneyThink is a national non-profit organization that equips urban high school students with personal finance skills. This is accomplished through the help of college students who mentor at local high schools. A chapter was founded at the University of Notre Dame in 2014, and so far it has grown to over 40 mentors impacting over 100 high school students in the South Bend Community. Additional information about MoneyThink can be found at http://moneythink.org

**Mendoza Student Leadership Association**

2014 Contact: Jake Bebar, Chief Executive Office (jbebar@nd.edu)

In order to provide for a more unified student body, to strengthen the relations between students and faculty, and to promote the interests of the students thereof and the recognition of Mendoza College of Business, Mendoza Student Leadership Association serves as the student representation
to the Mendoza College of Business, striving to create a greater sense of the Mendoza family within the Notre Dame family.

It acts as a sounding board for the Mendoza Office of Undergraduate Studies and also generate our own initiatives to foster community within the undergraduate business school through events designed to help students get to know each other and to get involved in the business school.

**UNLEASHED**

2014 contacts: Carly Smith (carly.a.smith.1041@nd.edu) or Tommy Flaim (thomas.l.flaim.2@nd.edu)

UNLEASHED is a student-led initiative focused on impact investing. Fall of 2014 saw students researching and performing due diligence on potential investments as part of a case competition.

**Notre Dame MSA Association (MSAA)**

MSAA supports the community service mission of the university and college by providing opportunities for Master of Science in Accountancy 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 accountancy 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 (undergraduate domestic interns), 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 2014, the Gigot Center placed 11 students in domestic microfinance and social enterprise internships. Partner organizations include Accion Chicago, Colorado Enterprise Fund and Network for Better Futures. In addition, 14 students were placed internationally with social enterprises and NGOs located in countries such as Haiti, Ecuador, Kenya, Chile, Nicaragua and South Africa. International partner organizations included The Business Place, AMPATH, and EGI Haiti. 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.

Cape Town, South Africa Internships

From within a strong pool of applications, four solid candidates were identified and accepted into the 2014 Cape Town, South Africa internship program. MBA interns have been working in Cape Town with several long-term strategic partners for over fifteen years. During their internships, students provide technical assistance and capacity support to 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.
Eldoret, Kenya Internship: Ampath’s Family Preservation Initiative

In 2014, 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.

Egi Haiti

The Gigot Center placed two students with the Economic Growth Initiative for Haiti (EGI), a business creator and accelerator located in Port-au-Prince, Haiti. This internship is open to 1st, 2nd and one-year MBA students.

EGI was founded by ND ’03 alumnus Stephen Keppel and aims to start an entrepreneurial revolution in Haiti by training, inspiring and mentoring new entrepreneurs. EGI uses a business training program, local mentoring network and access to investment to support entrepreneurs that are focused on creating jobs and developing sustainable economic growth. EGI helps Haiti’s new generation of entrepreneurs develop their business ideas, learn management skills, and create formal small and medium-sized businesses.

EGI works with young Haitians who have graduated from college. Its program focuses on three key areas:

- **Entrepreneurial training:** EGI runs a training center in Port-au-Prince which runs a business plan boot camp, a workshop series that gives an introduction to the Haitian business environment and a business plan competition.
• **Mentoring:** EGI utilizes its extensive links with the private sector to organize mentoring for those with viable business ideas.

• **Access to financing:** EGI serves as a facilitator, matching interested local and foreign investors with EGI businesses.

EGI has trained more than 40 participants who have created at least five operational businesses in the areas of transportation, software, manufacturing and agriculture. EGI is registered as a 501(c)3 non-profit in the US and non-government foundation in Haiti.
Additional Student Work Highlights

2014 Brown-Forman Cardinal Challenge

NanDio, a team of students from the University of Notre Dame, took first place in the 2014 Brown-Forman Cardinal Challenge held February 14-15, 2014 by the University of Louisville College of Business.

The team was honored for its business plan to commercialize an oral cancer detection device for dentists. All teams were judged on their written plan, the poise and professionalism of their presentation, and the viability of their venture. The NanDio device’s simplicity of use, speed of test results and accuracy of the test as an early detector gave the team the winning edge.

Mendoza student Peter Woo (BBA ’14), a Hesburgh-Yusko Scholar, won numerous awards, including the Dean’s Award, the John W. Gardner Student Leadership Award and the Indiana Campus Compact Richard J. Wood Student Community Commitment Award. The finance and philosophy major founded a micro-lending institution called the Jubilee Initiative for Financial Inclusion, or JIFFI, in order to give people another option beyond predatory lending. Peter has been named the recipient of the Indiana Campus Compact (ICC) 2014 Richard J. Wood Student Community Commitment Award. The annual award recognizes the efforts of students from an Indiana college or university for the impact they have in their communities and on the citizens of Indiana.

Notre Dame Venture Fair

The Notre Dame Venture Fair, hosted by the Gigot Center for Entrepreneurship, took place on April 11, 2014 in the Stayer Center for Executive Education. Now in its tenth 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 2014, 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 Nations Global Compact.
Programs

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 consecutive year. 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

- Mendoza does two things very well. First, they teach us how to work in teams in a business context. All of my business classes involved at least one group project, often more than one. Teams are randomly assigned or self-selected. Second, 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.

- 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. Also, the professors are not only available but also very active in the lives of the students. Professors, particularly those with previous industry experience, work hard to help students gain employment.

- Mendoza is a community. We are all striving to get the best job possible in which we can rise quickly and impact the firm as to have a greater impact on business, but we are not cut throat. Constant interaction with teams for group projects teaches the value of working together to accomplish a challenging task. Our job placement is excellent and the alumni base plentiful.
Graduate Degree Programs

Master of Business Administration

The Notre Dame Master in Business Administration (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.

Executive Master of Business Administration

The EMBA curriculum develops one’s capacity as an executive to think strategically, while building the leadership skills. Students are prepared for the constant change of today’s business world, focused on critical skills such as situational awareness, strategic analysis, and a systems approach, all to provide sustainable competitive advantages.

Master of Science in Accountancy

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.
Master of Science in Management

The Master of Science in Management (MSM) 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.

Master of Nonprofit Administration

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. Courses range from economics and human resource management to ethics, marketing and board development.

The Master of Science in [Management] 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.

—Dean Roger Huang

PRINCIPLE 2: VALUES
Non-Degree Programs

Nonprofit Executive Programs

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.

For-Profit 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.
Course Highlights

Introduction to Business Ethics

BAET 20300: In this course business ethics is understood in a comprehensive and differentiated sense, as it has evolved in recent years under the influence of globalization. Accordingly, its fundamental task is to enhance the ethical quality of decision making and taking action at all levels of business: at the personal (micro-), organizational (meso-), and systemic (macro-) levels, thus extending far beyond the narrow notion of business ethics as a niche for managers with good intentions. Introduction to Business Ethics is required of all Mendoza College of Business undergraduates.

Advanced Corporate Finance

FIN 30400: This course provides a sound conceptual framework within which a wide variety of corporate financial decisions can be evaluated. The course builds upon and extends the topics in FIN 20150. Topics covered include corporate governance, financial statement analysis, security valuation, capital structure theory, dividend policy, security issuance, and capital budgeting. Students are required to produce a project report on the governance of a firm.

Intercultural Communication for Business

BACM 30520: 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.

Social Entrepreneurship

**BAUG 30505:** 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.

Religion, Spirituality and Work: A New Synthesis

**BAET 30512:** The idea that people of religious faith ought to bring their religious values into the workplace, that these values ought to influence the quality of life and important decisions in business, is the premise of this course. Yet what is a good business leader and how does he or she contribute to the common good? How is spirituality rooted in religion and can it be dissociated from it? What does it mean to say that business is a vocation? What is the Christian understanding of work? What are potential areas of tension in the business world for a person consciously living a spirituality of work? These and other questions are the focus of this course.
Corporate Sustainability Reporting

**BAUG 30620:** 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.

Morality of Capitalism

**BAUG 30760:** 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.

Ethics and Compliance Programs

**BAET 3530:** In this course, students develop fundamental knowledge of ethics and compliance programs to facilitate future interaction with such programs, whether as an 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.

Corporate Governance & Catholic Social Teaching

FIN 40470: This course studies corporate governance, focusing mostly on publicly traded firms. We will consider three viewpoints: (i) investors, (ii) all stakeholders (i.e., investors, employees, suppliers, management, taxpayers, the community, etc.), and (iii) the purpose of business in Catholic Social Teaching (i.e., the common good, which includes the good of all stakeholders). In the investor viewpoint, the main issue studied is the separation of ownership and control, and how corporate governance mechanisms can help investors to get a return on their investments. In the stakeholder viewpoint, we will consider how these mechanisms affect different stakeholders. The main mechanisms considered are legal duties, shareholder rights, M&A, boards, executive compensation, activism, creditor rights and bankruptcy, and restructuring. We will review the main Catholic Social Teachings documents (e.g. Rerum Novarum, Quadragesimo Anno, Laborem Exercens, Centesimus Annus and Caritas in Veritate).
International Business Ethics (with a special focus on China)

**MBET 60330:** The fundamental purpose of business ethics is to enhance the ethical quality of decision making processes at all levels of business, at the personal (micro-), organizational (meso-), and systemic (macro-) levels. This course on international business ethics builds on the previous course “Foundations of Ethical Business Conduct” and concentrates on the international dimension of business ethics at all three levels, with a special focus on China.

Foundations of Ethical Business Conduct

**MBAE 60314:** 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. **Foundations of Ethical Business Conduct is required of all MBA students at Mendoza College of Business.**

Ethics in Finance and Banking

**MBET 60370:** In this course business ethics is understood in a comprehensive and differentiated sense, as it has evolved in recent years under the influence of globalization. Accordingly, its fundamental task is to enhance the ethical quality of decision making and taking action at all levels of business: at the personal (micro-), organizational (meso-), and systemic (macro-) levels. Therefore, we will discuss ethical challenges for individuals (for instance, investment managers), ethical responsibilities of organizations (for example, Goldman Sachs), and ethical issues of systems (for instance, American capitalism).
United Nations Global Compact

MBET 70510: 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

BAET 70540: 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:** 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.

Sustainability: Accounting and Reporting

**ACCT 70160:** The scope of sustainability includes the environment, labor, community and product. This course examines a wide range of issues in these areas including current practices of sustainability evaluation and reporting. The greatest focus will be on the environment. Topics in this area include regulations, voluntary disclosures in corporate annual reports or free-standing reports, accounting for emissions trading schemes and end-of-life product disposal and the role of attestation services.

Ethics in Emerging Markets

**MBET 70620:** 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.
Ethical Leadership and Integrity in Business

**MBET 70640:** 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 organizations 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.

Business in Light of Catholic Social Teaching

**MBET 70650:** The objectives of this course are to 1) describe important corporate governance mechanisms; 2) develop an understanding of the three main pillars of Catholic Social Teaching (dignity of the human person; solidarity or social charity; and subsidiarity) and the idea of the 'common good'; and 3) compare the purpose of business and thus the governance mechanisms in light of three views: Catholic Social Teaching; shareholder wealth maximization; and stakeholder theory. Corporate Governance and firms’ responsibilities to customers, employees, society in general.
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 (making less than $40,000) in the Michiana area for the past 43 years. TAP, with the assistance of 89 Notre Dame students enrolled in the Mendoza College of Business, prepares income tax returns across nine South Bend sites. TAP also prepares returns for Notre Dame’s international students, who have complicated filing procedures. In 2014, TAP prepared 4,009 returns.

Catholic Leadership Certificate Program

In July 2014, Nonprofit Professional Development held a 10-day Catholic Certificate Leadership Program for thirty-one executives in Catholic organizations, which covered topics vital for organizational development within the context of furthering the Catholic mission. 2014 marked the sixth 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 2014. 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 have learned.
Fellowships Related to PRME

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.

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. 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.

U.S. Hispanic Chamber of Commerce Fellowship

The U.S. Hispanic Chamber of Commerce Fellowship was created as part of a partnership between the USHCC and the Wells Fargo foundation to encourage participation from Hispanic communities in the economic development within the United States. The scholarship funds represent a portion of a $450,000 grand presented to the USHCC by the Wells Fargo Foundation to support Hispanic business owners as they strive for financial success. One USHCC Fellowship is awarded each academic year to a Hispanic business owner, who is selected by the USHCC to attend the MNA program.

PRINCIPLE 2: VALUES
Rankings

Undergraduate Studies

#1 Undergraduate Program in the nation by *Bloomberg BusinessWeek* (2014) – 5th consecutive year

**SPECIALTY RANKINGS**

- #4 Accounting
- #10 Management
- #22 Finance
- #23 Marketing

**MBA Rankings**

Notre Dame MBA maintains the No. 29 ranking (2014) 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. 8 for “potential to network” among top global business schools on its 2014 “Which MBA?” survey. The program also earned a ranking of No. 3 among top U.S. schools for “Student rating of alumni effectiveness” based on student ratings and a ranking of No. 5 for Percentage increase on pre-MBA salary.

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 by Public Accounting Report in 2014.
- The undergraduate accountancy program ranked No. 3 by Public Accounting Report and No. 2 by BusinessWeek in 2014.

Executive Education: Rankings

- In 2014, Notre Dame Executive MBA retained 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.
Business & Case Competitions

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.

McCloskey Business Plan Competition

The McCloskey Business Plan Competition is an exciting opportunity for entrepreneurial-minded members of the Notre Dame community to come together for the purpose of fostering new business development. The Competition, organized by the Gigot Center for Entrepreneurship, is closely aligned with our educational mission: our intent is to provide an exceptional real-world opportunity for our students to learn and understand the entrepreneurial process.

All members of the Notre Dame community–students, faculty and alumni–are invited to participate as teams compete for cash and in-kind prizes (see eligibility requirements below). The Competition is also a valuable networking opportunity, as successful entrepreneurs as well as representatives from incubators and venture capital firms throughout the country attend the final events in late April at Notre Dame. Members of the Irish Entrepreneurs Network and the IrishAngels Investing Group, two select groups of Notre Dame entrepreneurs who support new venture creation, serve as judges and mentors for the competition. A total of 149 teams competed for cash and in-kind prizes amounting to more than $300,000 during the 2013-2014 McCloskey Business Plan Competition. The $25,000 McCloskey Business Plan Competition Grand Prize went to NanDio, a team with a business plan for a simple test that detects oral cancer, took the grand prize of $25,000. The top social venture award of $15,000 is the Klau Family Prize for Greatest Social Impact.
Klau Family Prize for Greatest Social Impact – Reading for Life

Over 60% of youth who commit a crime will return to the justice system within three years, and one of the best predictors of delinquency is a youth’s inability to read. Sadly, even when adolescents can read words, they often cannot comprehend a text nor apply its powerful message to their own personal lives. In small groups with trained mentors, Reading for Life addresses both recidivism and illiteracy by using great stories and classic virtues – like prudence and temperance – to inspire juvenile offenders to make better life choices. Over 95% of our graduates have no further contact with the law.
The Mendoza College of Business and Deloitte share the ideal that businesses can be engines for creating good. At the Notre Dame Deloitte Center for Ethical Leadership, it is a matter of belief that ethics can drive the business world forward and improve it toward this end. The Center promotes the aim of understanding how ethical behavior is generated in work contexts, and then to disseminate that understanding to business leaders.

The Notre Dame Deloitte Center for Ethical Leadership funded its second round of faculty research grants, giving a total of $72,528 to five projects.

- How firm reputation and history shape the reporting of ethical violations (Emily Block)
- The relationship between investment banking relationships and analyst optimism. (Shane Corwin)
- The real effects of stereotypes on the US Municipal Bond Market (Paul Gao)
- The impact of disciplinary actions on employee ethical behavior (F. Asis Martinez)
- Managing millennials for ethical leadership (Jessica McManus)

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 event.
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 convenes major conferences and publishes some of the best contributions from these conferences. The latest volume was published in 2014 by the University of Notre Dame Press titled Sustainable Development: The UN Millennium Development Goals, The UN Global Compact, and the Common Good. Some of the best practices of companies such as Microsoft, Merck, Sumitomo Chemical, Nestle, Coca-Cola, Novartis, and Levi Strauss are discussed at length. Major scholars comment on various aspects of sustainability.

Gigot Center for Entrepreneurship

http://business.nd.edu/gigot_center

Notre Dame's Gigot Center enhances business skills with entrepreneurial insight. Entrepreneurship is about change. That may mean driving innovation as a founder of a new company or as an “intrapreneur” within an existing one. At the Gigot Center, we provide a strong business curriculum combined with real-world experiences to develop the skills and vision essential for entrepreneurial success. 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
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.
PRIME Related Publications


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.
Investing for the Poor Conference

The Pontifical Council for Justice and Peace (PCJP), Catholic Relief Services, and the Mendoza College of Business, University of Notre Dame convened a two-day Impact Investing symposium at The Vatican on June 16-17, 2014. The "Investing for the Poor" conference was an opportunity to learn core concepts of impact investing, to discuss how it aligns with Church mission, and to discern how the Church might use or promote impact investing to serve the poor. Impact investing is a business philosophy that aims to generate measurable social and environmental advancements as well as financial returns. Impact Investing holds great promise as a tool to serve the projected 1 billion people living in extreme poverty by 2015 and indeed all of humanity.

Pope Francis has called on the world to find ways to use money to serve people. Impact Investing—investments made with the intention to generate measurable social and environmental impact alongside financial return—holds great promise as a tool to serve the poor. By unlocking significant amounts of private capital to complement public resources and charitable donations, impact investing presents the opportunity to utilize market-based solutions to foster social justice and to help solve global challenges such as sustainable agriculture, affordable housing, accessible healthcare, clean energy, and financial services for the poor.

This conference brought together leaders and experts from a number of areas, and specifically in the field of investing where both economic and social returns are part of determining the return on investment. The seminar aimed to discuss ways to unlock the power of public capital, private capital, and to complement philanthropy also as part of fighting poverty and promoting positive social change.

Business, finance, academic, humanitarian, and faith-based communities including the Catholic Church discussed core concepts of Impact Investing, how to actively promote and utilize Impact Investing in the future, and how Impact Investing aligns with the mission and social teachings communicated regularly by Pope Francis and others on behalf of the Catholic Church.

Pope Francis has called on the world to find ways to use wealth to help the poor and each and every one of us. Impact Investing is an approach to eradicate poverty by putting investment capital to work in addressing the
growing inequality in the world today. It is important we all take a lead role to actively evaluate the use of innovative financing to serve the poor and that is what this conference is all about.

Carolyn Y. Woo, president and CEO of Catholic Relief Services “

Research suggests that the impact investment market is growing and could accumulate to more than US $650 billion within the next five years. Today Impact Investing is generally composed of private capital that complements public resources and charitable donations to foster social justice while tackling global challenges including sustainable agriculture, affordable housing, and accessible health care. These issues were near the top of the agenda at last year’s G8 summit that culminated in the creation of a task force charged with exploring the potential of social investments to help tackle social issues.

Earlier this year, I shared the sentiments of the Holy Father at the World Economic Forum in Davos emphasizing, ‘the importance that the various political and economic sectors have in promoting an inclusive approach which takes into consideration the dignity of every human person and the common good…a concern that ought to shape every political and economic decision. Our hope is that after this conference that the tools, ideas, and initiatives will be put in place to help each of us consider both the social value of the decisions we make at the same time as economic decisions are taking place, rather than what often seems as though the social aspect is more of an afterthought.

Peter Cardinal Turkson, President of PCJP.

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 2014, 46 individuals, representing 10 Catholic Charities, participated.
2014 Agenda Items

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 two week 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 ten-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. Further, 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.
The Eighth Transatlantic Business Ethics Conference 2014

Business Ethics and Creativity: Facing Globalization and Struggling With Sustainability

The objectives of the TransAtlantic Business Ethics Conference are to encourage dialogue between leading North American and European scholars in business ethics on topics of current interest and debate, and to create an ongoing framework to continue the TABEC conferences on a biennial basis.

NFL Business Management & Entrepreneurial Program
The NFL Business Management and Entrepreneurial Program is a joint effort between the league, the NFL Players Association and the University of Notre Dame, among other premiere graduate business schools. These custom programs seek to improve players' ability to evaluate business opportunities through interactive workshops, stimulating discussions and practical knowledge. This program is ideal for NFL players interested in owning, operating or building their own businesses. Topics covered include: personal investments, non-profit and social awareness foundations, business plan review and assessment, property management, operations and cash-flow management, recruiting, hiring, and human resource management. Players are provided the opportunity to look at realistic business scenarios and dissect opportunities they may be considering.
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.

Notre Dame MBA Diversity in Business Conference

With a theme of Gender Dynamics in the Business Environment, the eighth annual Notre Dame MBA Diversity in Business Conference at the Mendoza College of Business explored ways to create more inclusive business communities, especially through recognizing and addressing barriers to optimal participation by women.

Social Venture Sustainability Boot Camp

Catholic Charities USA and Gigot Center for Entrepreneurship partnered to offer the 2014 Social Venture Sustainability Boot Camp. The Boot Camp took place on the campus of the University of Notre Dame in August 2014. Topics included:

- Business Model Canvas Value Proposition Workshop
- Competition and Determining Your Competitive Advantage
- Customer Segmentation / Positioning
- Bridging the Mission Gap: Developing a Multi-Directional Learning Environment
- Earned Income and Understanding Drivers of Cost
- Legal Issues in the Social Enterprise
- Measuring for Social Impact
Irish Impact Social Entrepreneurship Conference

The third annual Irish Impact Social Entrepreneurship Conference, Sept. 17-19, 2014 brought together social entrepreneurs from across the globe to network and learn about social venture trends and tools from a variety of practitioners and experts. Optometrist Jordan Kassalow, founder of eyewear not-for-profit VisionSpring, served as keynote.
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 2014

Experiential Marketing: The Wounded Warrior Foundation

Wounded Warrior Project (WWP), established in Roanoke, Virginia, in 2003, is celebrating its 10th year as a nonprofit veterans’ service organization, functioning entirely independent of government funding. Needless to say, the pursuit of innovative marketing and fundraising tools is ever-present. The mission of WWP to honor and empower wounded warriors is accomplished by providing 19 programs and services for the 40,000+ registered alumni, all service men and women who have sustained injury while on active duty following 9/11. Over the course of the class the student teams will develop a new business pitch to present Wounded Warrior Project’s non-traditional marketing campaigns.

Interterm Intensive: Fall 2014

Experiential Marketing: The Case of Feeding America

Feeding America is the nation’s leading domestic hunger-relief organization. The course presented students with an advertising industry update from an insider’s perspective and provided an understanding as to why every successful campaign must go beyond traditional media. Students were
be teamed up to function as independent marketing agencies. The agency teams received a social-
media-based request for proposal (RFP) to develop a nontraditional marketing campaign for the
nonprofit, Feeding America and the teams will develop a new business pitch to present their
nontraditional marketing campaigns.

Development of a Long-Term Strategy in the Rapidly Changing Health Care Industry: The Case of the Franciscan Alliance
This course explored opportunities for Franciscan Alliance to adapt to, and position itself in, the
rapidly changing health care landscape. Students taking this course will expect to:

- Increase their understanding of changes in the health care industry and the challenges faced
  by nonprofit health care systems.

- Develop skills in strategic planning and marketing.

- Assist a nonprofit health system with developing a long-term strategy to meet the growing
  number of challenges in the industry and ensure the continuation of its mission.
Alumni Service Awards

Each year, the Graduate Alumni Office recognizes two outstanding alumni for their service during the past academic year. The **Distinguished Alumni Award** recognizes a graduate business alumnus/alumna who has demonstrated achievement in business and a commitment to the Mendoza College of Business through leadership and service to the graduate business community or through living the Mendoza mission of "Ask More of Business" in his or her local community. The 2014 winner is Federico Barquero Tefel (MBA ’02). Barquero is vice president of commercialization for Fogel de Centroamerica S.A., a commercial refrigeration business based in Guatemala City that is owned and run by three generations of the Tefel family.

The **Alumni Service Award** recognizes a graduate business alumnus/alumna who graduated within the past seven years and has demonstrated commitment to the Mendoza College of Business or to the Mendoza mission of "Ask More of Business" through service to the community. The 2014 winner is William Towns (EMBA ’09), assistant vice president in the Office of Civic Engagement at The University of Chicago.
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.
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 September 17-19, 2014. 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. VisionSpring Cofounder Dr. Jordan Kassalow served as the keynote speaker and the first recipient of the Haley Prize, which recognizes an individual and/or organization who has demonstrated entrepreneurial spirit and significant social impact. The Haley Prize recipient embodies the multitude of topics from the Irish Impact conference, including startup and incubation issues, scaling and partnerships. This social entrepreneur has built social innovations from the ground up, created scalable and replicable social impact, fought for financial sustainability and acted as a true transformational change agent.

Impassioned and visionary, this recipient serves as beacon for the larger social entrepreneurial community.

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.

A Mission of Reliable Transportation—Global Conference on Social Impact


Faulkner’s presentation examines the evolution of program evaluation at Ways to Work, a nonprofit that helps working families move to greater levels of self-sufficiency by providing car loans and financial education.

Investment for Impact Conference

Twenty-eight current and former NFL players attended the “Investment for Impact” conference, held April 3-6, 2014 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 2014, 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.

Diversity in Business Conference

The Eighth Annual Notre Dame MBA Diversity in Business Conference on Oct. 3, 2014 focused on “Gender Dynamics in the Business Environment.” The conference, organized by the Notre Dame MBA Diversity Committee, featured a panel discussion and breakout sessions led by professional women from a range of industries. Elyse Allan, president and CEO of GE Canada, provided the opening address. Charlice Hurst, assistant management professor at Mendoza, served as the keynote speaker.
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 breakfasts series in Spring 2014. Designed to educate the Notre Dame and external community about how to create a stronger, more effective, more engaged board and an improved CEO/Board relationship, these four sessions featured speakers from the Law School and Mendoza College of Business.

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 2014, speakers and their respective topics included:

- **The Ethics of Fracking**, by Diogo Bolster, Assistant Professor of Civil and Environmental Engineering; Thomas Frecka, Professor of Accountancy Emeritus; and Patrick E. Murphy, Professor of Marketing
- **Leadership Traits**, by Donald R. Knauss, Chairman and CEO, The Clorox Company
- **Are Government Regulated/Legislated Ethics a Good Idea?**, by Greg and Vera Muzzillo, Founder and CEO of Proforma
- **Corporate Ethics: A Tool for Sound Management**, by Tom Tropp, Vice President for Corporate Ethics and Sustainability, Arthur J. Gallagher & Co.
- **Making Corporate Ethics Work Over Time**, by Anne Nobles, former Senior Vice President, Enterprise Risk Management & Chief Ethics and Compliance Officer, Eli Lilly
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.

The schedule for the 2014 Ten Years Hence series included:

- **The Future of Energy**, by Robert Schleckser, Vice President and Treasurer, ExxonMobil Corporation
- **Conversations for the Future of Business**, by Lloyd Adams, Chief Operating Officer for SAP Americas' Regulated Industries
- **Diversity in the Armed Forces: Moving From Integration to Inclusion**, by Lt. Gen. Michelle Johnson, Superintendent, United States Air Force Academy
- **Ten Year Hence**, by John Gordon, Vice President of Marketing & Strategy, IBM, Watson Solutions Division
- **The World Through Arab Eyes**, by Prof. Shibley Telhami, Anwar Sadat Professor for Peace and Development, University of Maryland
- **The Future of Work**, by Michael Merk, Director, Corporate Communications, Steelcase, Inc.
Symposia & Presentations

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.

Deloitte Center Annual Forum

The Notre Dame Deloitte Center for Ethical Leadership held its third annual forum March 27-28, 2014 at the Stayer Center for Executive Education. About 40 scholars and executives attended “Cultivating character at your company” to discuss what character means and how it can be
measured in the workplace, how it is shaped and formed in employees of all levels, what difference it makes for your business, and how to create (via design thinking) a work context that fosters character.

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. In 2014, 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 co-sponsored "LIFiting People out of Poverty." Ben Reuler, Executive Director of LIFT, Chicago, spoke about making a difference in the lives of those facing poverty.

Nonprofit Competencies Panel

In 2104, nonprofit leaders presented the skills and experiences students need to land great opportunities in nonprofit organizations. Nonprofit organizations represented included:

- St. Joseph County Bridges Out of Poverty
- Infinit teach
- Riley Children’s Foundation
- Notre Dame Deloitte Center For Ethical Leadership
2014 Care Conference: Understanding China’s Capital Markets

Along with the Hong Kong Polytechnic University, the Center for Accounting Research and Education at the University of Notre Dame sponsored a conference on Understanding China’s Capital Markets on June 9-10, 2014. This conference brought together leading experts, regulators, capital market participants, and academics to provide a vibrant setting for discussing the valuation of Chinese companies and the current state and the future of china’s equity markets. China’s equity markets have experienced tremendous growth over the last two decades. Yet in spite of this success, concerns exist about the listing process, the effectiveness of securities regulation, the influence of political forces, and weaknesses in both the transparency and governance practices of Chinese listed firms. These weaknesses, when combined with the unique institutional, social, political and business arrangements that characterize China, produce numerous challenges to valuing Chinese firms. The recent wave of accounting scandals among both domestic and foreign listed Chinese companies highlights both the difficulties associated with investing in Chinese companies and inherent weaknesses of China’s capital markets.

Invention Convention 2014

The Invention Convention, in its 11th year, 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 Entrepreneurship and the Robinson Center, the event aims to enhance their business, academic and life skills through an entrepreneurship curriculum provided by the Network for Teaching Entrepreneurship.

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. Notre Dame undergraduate and MBA students participate as mentors and event judges.
Ethics Week 2014: Governing for the Greater Good: Politics as Public Service

Notre Dame Ethics Week 2014, sponsored by the Mendoza College of Business at the University of Notre Dame, focused on “Management as a Ministry” during a series of talks held Feb. 10-13, 2014. The annual series, which examines the beliefs, behaviors and best practices of ethical executives, will include a range of topics from the influence of faith and values on leadership roles, to a research perspective of why individuals are not as ethical as they think they are, to a professional responsibility strategy competition.

The talks, which were free and open to the public, were held in the Giovanini Commons located in the Mendoza College of Business’s lower level unless otherwise noted. The schedule of events was as follows:

- Feb. 10: “From Career to Calling: The Vocation of the Christian Business Leader;” Ken Goodpaster, David and Barbara Koch Endowed Chair in Business Ethics, University of Saint Thomas.
- Feb. 11: “Servant Leadership;” Drew Buscareno, Assistant Vice President for University Relations, University of Notre Dame.

PRINCIPLE 6: DIALOGUE