2010-2011 Sharing Information on Progress Report
Principles for Responsible Management Education

Contact for PRME SIP Report
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Letter from the Dean: Statement of Renewed Commitment

September 1, 2012

The world of business changes rapidly, as innovations in technology transform the simplest daily tasks, political upheavals alter the landscape overnight, and global development demands a constant negotiation of cultural ideals.

Amid so much change, many ask the question: What endures?

At the Mendoza College of Business, what endures is our foundational vision that business should be a force for good in society. Our charge to the Mendoza community is Ask More of Business – to personally exemplify the three supporting tenets of individual integrity, organizational excellence and a concern for the common good. This charge underlies our enduring commitment to the United Nations Principles of Responsible Management Education (UN PRME), which Mendoza’s missions and goals have supported and reflected from the very beginning.

As a premier business school, we continually seek to refresh our curricula so that we provide students with the relevant knowledge and skills needed to excel in their chosen career path. While we innovate continually to stay abreast of today’s global climate, what truly sets the Mendoza College apart from other business schools is what doesn’t change: Our founding mission to serve society through business and our commitment to PRME.

Roger Huang, Interim Dean
Mendoza College of Business at the University of Notre Dame
Overview of Mendoza College of Business

Mendoza College of Business at University of Notre Dame in Notre Dame, Indiana 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. Mendoza, home to 2,535 students and 155 faculty members, offers programs including: Undergraduate Studies, MBA, Executive MBA, Executive Education, MS in Accountancy, Master of Nonprofit Administration, non-profit professional development, and associated programs, such as ESTEEM, joint MBA/JD, joint BS/MA, and joint BS in Engineering/MBA.

Mission of Mendoza College of Business

The mission of Mendoza College of Business is to build a premier Catholic business school that fosters academic excellence, professional effectiveness and personal accountability in a context that strives to be faithful to the ideals of community, human development and individual integrity.

Mendoza’s History with PRME

Under the leadership of the previous dean, Carolyn Woo, Mendoza College of Business has long been an advocate of the United Nations Global Compact, launched in 2000, which serves as a forum in which multinational businesses work to promote human rights, prevent violent conflict, and contribute to more peaceful societies. The U.N. Global Compact advances the critical issue that business leaders need to develop new policies and practices aimed at promoting responsible corporate citizenship and peace through commerce.

Rev. Oliver Williams, C.S.C., director of the Center for Ethics and Religious Values in Business at Mendoza College of Business, also plays an integral role in Mendoza’s relationship with the U.N. and was one of the earliest supporters of PRME. Father Williams serves as one of the three trustees who oversee the Global Compact Foundation and has researched and published widely on this topic. In April 2002, Father Williams hosted the first U.S. meeting devoted to the discussion of the U.N. Global Compact and also published a study revealing that the four-year-old initiative has been “relatively successful,” signing up more than 1,100 companies worldwide, including more than 200 of the largest multinational firms.
In 2007, Mendoza College of Business advanced the Global Compact cause further when Carolyn Woo represented AACSB to engage an international task force of 60 deans, university presidents and official representatives of leading business schools to develop the Principles for Responsible Management Education (PRME). This U.N.-backed global initiative established six principles designed to promote corporate responsibility and sustainability in business education and was launched under the patronage of U.N. Secretary-General Ban Ki-moon in July 2007.

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

**Introduction to the Sharing Information on Progress Report**

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 years 2010 and 2011. The report is categorized by the six principles of PRME along with specific examples of how Mendoza supports each respective principle.
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.

Career Development

Nonprofit Roundtable

In 2010, the MBA Program and Master of Nonprofit Administration Program co-sponsored the Third Annual Nonprofit Roundtable featuring nonprofit speakers addressing careers in the non-profit sector. Attendees from the local area included more than 70 students from the University of Notre Dame, Saint Mary’s College, and Indiana University (South Bend campus). Speakers included: Angela Cobb, Chief Diversity office for Teach for America; Jane Hunter, Executive Director of the South Bend Symphony Orchestra; Hodge Patel, District Director for Indiana Congressman Joe Donnelly; and Frances Shavers, Chief of Staff and Special Assistant to Notre Dame President John I. Jenkins, CSC.

Making a Living, Making a Difference

The mission of the Making A Living, Making A Difference program is to inform students about employment opportunities in the public and nonprofit sector. The partners on campus who sponsor this event are: The Career Center, The Kellogg Program, The department of Political Science, The Law School, The Higgins Labor Institute, The Center for Social Concerns, and The Master of Nonprofit Administration Program. Annually, this event hosts a keynote speaker from a major nonprofit organization whose expertise, impact, and dedication to the sector is wide spread.
NSHMBAA Annual Career Conference and Expo

The University of Notre Dame was the lead academic sponsor for the 2010 National Society of Hispanic MBAs (NSHMBAA) Career Conference and Expo, which took place in Chicago on October 21-23, 2010. As lead academic sponsor, the Mendoza College hosted NSHMBAA’s corporate Advisory Board meeting, provided conference speakers, and organized clinics in job-seeking skills during the conference. In a separate ceremony following the event, the College of Business earned NSHMBAA’s Brillante "Bright Flame" Award in recognition of its long-running support of the Hispanic community. The College was specifically cited for being a premier Catholic business school that fosters academic excellence while promoting the ideals of individual integrity, effective organizations and the greater good.

Mendoza MBA Career Development

Mendoza MBA Career Development distributes materials on ethical recruiting and job searching to students annually. Career Development also instructs students on ethical job-search practices from the time they arrive on campus for orientation and on a continuing basis through career workshops, covering such issues as reneging on job offers.

Catholic Relief Services

On November 17, 2010, the International Development Fellows Program Officer from Catholic Relief Services (CRS) presented to Notre Dame MBA students on the organization’s International Development Fellows Program, a program ideally suited to MBA students. Students were informed about the organization, its tremendous assistance efforts worldwide, and employment opportunities within the organization. Catholic Relief Services is an organization dedicated to assisting impoverished and disadvantaged people overseas.

Student Internships

Gigot Center for Entrepreneurial Studies Social Internships

The Gigot Center for Entrepreneurial Studies continues its tradition of offering social internships that serve as bridges between theory and reality. The Gigot Center social internships have become a signature component of its entrepreneurship program, allowing both
undergraduate and graduate students the invaluable opportunity to apply what they have learned in the classroom directly in the field while also making a meaningful impact on their partner organization’s work. These eight-week summer experiences, located in places such as Cape Town, Jamaica, or even New York, begin as an internship but often extend into a lifelong mission of service. Students walk away having the first-hand knowledge of understanding the critical role business plays in transforming the world around them for the good. Examples of social internships from 2010 and 2011 include:

- Two Notre Dame MBA students were chosen to serve with the South African NGO Ikamva Labantu. Ikamva Labantu, a Xhosa phrase translated as "the future of our nation", was loosely founded in 1963 by Helen Liebermann. Almost 40 years later Ikamva is still going strong and while the focus has changed over the years, the mission remains the same: every human being has the right to a dignified life. Today Ikamva focuses on Seniors and Orphans/Vulnerable children through various education and health initiatives. Notre Dame’s students were able to serve Ikamva by performing an audit on a functional group. This audit led to key findings that resulted in some changes to the strategic direction of the organization which the students helped to create. Along the way the team also participated in two side projects including helping Dr Keith from Vodacom to augment the health program and conducting an audit and strategic road map for the organization’s MIS system.

- Another Notre Dame MBA intern spent her summer in Cambodia for an internship with an American NGO founded by ND ’00 alum Daniela Papi, Protect the Earth, Protect Yourself (PEPY). PEPY is focused on increasing access to quality education in rural areas of previously war-torn Cambodia. PEPY has situated themselves within a society that is lacking commerce and for quite some time was lacking an economy all together due to the civil unrest and genocide, which took place only a few decades ago. During the internship, the intern worked with partner women’s skills training organizations to produce
“The Hipster,” a fashionable money belt made out of Cambodian scarves by creating quality control procedures, finding new production and sales partners, examining financial models around ramped up production, and designing an export strategy. In addition, the intern worked on Marketing for Voluntourism101.com by identifying and developing more content for the site, locating other resources, creating new partnerships, improving “Self-Check” tool, and exploring a Voluntourism award.

Catholic Charities Internship
A Notre Dame MBA intern served as project director for Microsoft® Dynamics NAV’s Grant Management software implementation at CCUSA. The intern provided advisory consulting and project oversight which included: needs assessment, business process recommendation, high-level and detail level design, implementation, training, procedure documentation, group and one-on-one training, and ongoing support services. In addition the intern took on a different role after completing his primary project. The intern conducted research and analysis on key programs for a new social entrepreneurship business venture: industry and market analysis, competitive analysis, risk assessment, marketing plan, and operations plan.

Academic Model for Providing Access to Healthcare Internship – Family Preservation Initiative (AMPATH/FPI)
Two Notre Dame MBA interns were granted the opportunity to work with a phenomenal group of people at the USAID-AMPATH Partnership in Eldoret, Kenya. AMPATH began with the goal of providing medical care to poor Kenyans with HIV/AIDS; the compassion and concern of its founders led the organization to expand its mission to also provide for the economic and social well-being of its patients. Thus the Family Preservation Initiative was born. The Initiative provides employment, job skills training, advice, education, and financing through direct micro-loans and in-kind loans to provide a full spectrum of economic support for families affected by HIV. One intern’s opportunity focused on using current business knowledge to modernize the management of one of the Initiative’s enterprises, a restaurant. By implementing an accounting system, training the staff on its use, and working through some costing exercises, they were able
to identify and correct several major issues and ultimately get the staff excited about watching their profit numbers come in each day.

**Keurig, Incorporated Internship**
During a 2010 internship at KEURIG – in addition to the specific duties of the position - a Notre Dame intern was one of twelve asked to create a full-day activity to be offered to the entire company that embraced and promoted the values of the company, specifically in the area of CSR. The interns discussed the objectives that the activity should fulfill and those included: meaningful for the participants; replicable in the future; and impactful in the partnering organization. The interns went with an option to clean trails in a Boston-area nature reserve. The interns also engaged in conversation about the relevance of such activities and how to expand the idea to future generations of interns within KEURIG.

**Lance Armstrong Foundation Internship**
One Notre Dame MBA student served as a Business Development Intern for the Lance Armstrong Foundation, an organization dedicated to improving the lives of those with cancer.

**Iris Smart Technologies Internship**
A Notre Dame MBA intern served as Assistant Project Director for Iris Smart Technologies, a leading system integrator and solution provider for the enrollment of large populations, establishment and management of citizen databases and identity management. Based in Nigeria, areas of special interest include voter registers and elections, social welfare systems, identity documents, licenses, travel documents, census operations and governance improvements.

**Bon Secours Health System Internship**
The Notre Dame MBA program was represented by one intern at Bon Secours Health System during the summer internship season. Bon Secours Health System is a $2.4 billion not-for-profit Catholic health system headquartered in Marriottsville, MD.

**Eurasia Foundation**
One Notre Dame MBA student interned in Washington, DC for Eurasia Foundation (EF), an international development NGO. EF promotes cross-border cooperation in conflict zones through economic development and institution building. With offices in the Russian Federation, the Caucasus, Moldova, Ukraine and Central Asia, most of their work is in the former Soviet
Union and other post-conflict areas. For example, Eurasia Foundation coordinated election monitoring in Kyrgyzstan, social entrepreneurship in Armenia and housing reform in Russia. Because of the intern’s Russian language ability, Peace Corps experience in Kazakhstan and writing and technology skills, she worked as a graduate intern in the business development office. The intern supported the development office by creating new marketing collateral and web content, compiling budgets for proposals, and reporting grant outcomes for the federal government, specifically the State Department and the Agency for International Development (US-AID). Her unique summer experience allowed her to see the innovative ways in which international corporations and local organizations can work together to create lasting social and economic impact.

**Business Plan and Case Competitions**

**McCloskey Business Plan Competition: Klau Family Prize for Greatest Social Impact**

In the McCloskey Business Plan competition, both for-profit and not-for profit ventures that have not been launched or are in the earliest stages of launch compete for a $20,000 Grand Prize, with over $125,000 available in cash and in-kind prizes. The competition, currently running in its twelfth year, includes the Klau Family Prize for Greatest Social Impact (formerly called the “Social Venture Competition) which offers the opportunity for participants to compete for an additional $15,000 in cash and in-kind venture support service prizes. The award honors ventures with a focus on solving a particular social, humanitarian, or environmental problem.

- The 2011 Klau Family Prize went to the group representing Emerging Opportunities for Sustainability (EOS) International ([http://eosinternational.org](http://eosinternational.org)), a non-profit organization that provides rural Nicaraguan communities with access to low-cost appropriate technologies that generate income and improve health. Its core technologies
include: drip irrigation systems, fuel-efficient barrel ovens, biodigesters, and solar energy systems. Aside from working directly with farmers and families, EOS uses its growing network to train and educate other development.

- The 2010 Klau Family Prize was awarded to the group representing Morph and Thro (http://www.morphandthro.com), an American eco-active wear company created by professional athletes for the modern active person. The company promotes individual, social, and environmental sustainability through performance apparel. Combining the latest advancements in recycled yarn technology with a domestic workforce, Morph & Thro provides a sustainable and revolutionary option for performance apparel that allows its consumers the ability to perform at their best with a minimal ecological impact on the environment while supporting the American economy.

**Aspen Institute Case Competition**

The Aspen Institute Case Competition is one of the largest and most prestigious MBA case competitions and the competition centered on the impact of business on society. In 2010, Notre Dame received its first invitation to participate along with 25 other schools. The case concerned Tata Industries of India and addressed the question of how Tata could continue its successful pattern of profitability, rapid growth, and a strong commitment to the social good. The Notre Dame team earned second place in the competition with its proposed three-pronged solution that involved: developing a credo that refined Tata’s internal definition of sustainability; creating a separate subsidiary to coordinate and expand sustainability efforts across every business unit, and adopting a “multi-local” strategy to tailor Tata’s sustainability efforts for each individual market and business.

**Notre Dame MBA Mini Deep Dive Challenge**

The Notre Dame MBA Deep Dive Challenge, launched online in January 2011 and sponsored by Mendoza College of Business, is a virtual case competition hosted by the University of Notre Dame’s Mendoza College of Business. In the first launch, participants were asked to analyze a real-life business challenge offered by Green Mountain Coffee Roasters and to submit their own one-page proposal for judging by company executives. The challenge involved creating a Corporate Social Responsibility (CSR) campaign for Keurig, Inc. – a Green Mountain business unit – while following the core value structure of the parent company. The winning proposal,
“Brew It Forward,” allowed individuals to nominate specific wishes for charities in their communities. Consumers can earn “K-cash” for each K-Cup used that can be put toward the project.

In October 2011, Microsoft sponsored the case which asked participants to create a one-page proposal that outlines a marketing plan designed to increase the engagement between Microsoft stores and their local communities. The plan had to have a focus on education and technology, and the software company must be able to implement it over the next year. The grand-prize winning marketing plan proposed a Microsoft give-back plan that allows consumers to donate toward a community service organization. To date, the case has given approximately $14 million in in-kind donations to local organizations committed to education and technology.

**Ninth Annual Leeds Net Impact Case Competition**

A team of Notre Dame MBAs took first place in the Ninth Annual Leeds Net Impact Case Competition. The two-day event, held in February 2010 at the University of Colorado at Boulder, brought together students and industry leaders around a sustainability challenge. Sixty-three MBA teams from 39 business schools entered the competition. The students made recommendations for how Xcel Energy, a Minneapolis-based public utility, could meet the dual challenges of increasing renewable energy production while promoting consumer energy conservation. Among the strategies the Mendoza students proposed was an investment in a wind facility and the expansion of a joint-venture partnership with a manufacturer of solar panels. They also promoted new billing options that offered customers lower-cost energy plans with seasonally adjusted usage limits to encourage conscientious energy consumption during peak periods. The team chose to focus on solutions that drew on their business expertise,
particularly in finance and pricing, which they thought they could best defend in their presentation before company experts.

**Arthur W. Page Society Case Study Competition**

The Arthur W. Page Society Case Study Competition, sponsored by the Page Society and the Institute for Public Relations, promotes practical applications of corporate communications as a critical management function. In 2010, Mendoza College of Business MBA students received the following awards:

- **Grand Prize:** Recognition for best overall submission for the case study “Domino’s ‘Special Delivery’ Goes Viral Through Social Media,” which examined Domino’s response to a video prank that compromised consumer trust in the Domino’s brand.

- **First Prize (Business School):** “Transparency in Corporate Statements About the CEO,” which examined how Apple Inc.’s decision not to immediately and publicly address rumors regarding CEO Steve Job’s health had an unfavorable effect on key stakeholders.

- **Second Prize (Business School):** “General Motors Corporation: Communicating a New Vision for Survival,” which examined General Motor’s (GM) communications strategy around its company’s initial request and its follow-up visit to Washington D.C. on December 8, 2008, communicating its new plan with an enhanced level of sensitivity to public perception.

**Student Clubs Highlights**

**Notre Dame MBA Association**

The MBAA acts as an umbrella organization for all MBA-associated clubs. At least twice annually, the association gathers club leadership to a roundtable discussion to promote internal communication and solve issues concerning participation, new initiatives, collaborative events and other items. MBAA provides guidelines to clubs for programming events, activity/event forums and registration. It also allocates rooms for meetings, assigns work schedules for football
concession stands, hosts the annual Advisor Appreciation Dinner and maintains links to club
Web sites and the online discussion leadership forum.

**Healthcare Club**

The Notre Dame MBA Healthcare and Biotech Club helps to educate individuals about the
various opportunities available in healthcare-related fields. This is accomplished through panels
with current students with work experience in healthcare, field trips to healthcare companies,
and industry nights with employees of top healthcare organizations.

**Corporate Communications Club**

Formerly the Public Speaking Club, the Corporate Communications Club serves as an outlet for
students to enhance their presentation, networking and business communications skills. The
club offers a variety of flexible interactive workshops featuring communications professionals.
Sessions mimic social situations, allowing participants to practice and learn valuable business
communications skills.

**Asian MBA Students**

The Asian MBA Students Club promotes Asian-domestic mutual understanding. To this end, the
Club has sponsored panel presentations on the Asian student’s experience in American
companies and the American student’s experience in Asian companies. The Club, committed as
well to improving international student life on campus, organizes events where students can
interact with one another socially and address questions or concerns from their professional
lives. The group also encourages a focus on ethics, values and community by volunteering locally
and inviting representatives from socially responsible corporations to share their insights. The
Club’s overarching desire is to increase beneficial business collaborations through mutual
cultural understanding. The Asian MBA Club provides the Notre Dame Asian and Asian
American MBA community with a forum to promote cultural awareness, enhance professional
development, and foster long-term relationships among student members and alumni.

**Sports Business**

The Mendoza College sports business club is dedicated to educating its members about pursuing
a career in the sports field. The club hosts speakers who will explain their rise through sports as
well as give key insights to finding success in the sports industry. The club also holds a resume-
building workshop to help tailor people's resumes toward positions within the various realms of
the sports industry. The club also provides ample opportunity to serve others by supporting the
nonprofit organizations of PEPE and Grass Roots Soccer and LIVESTRONG.

Last fall, the club participated in ND Bikes Cambodia - Pedal with Purpose: The students at
Notre Dame rode more than 500 miles on stationary bikes in front of South Dining Hall while
every mile ridden was matched by donors' pledges to raise funds for PEPY, a non-profit/NGO
founded by a Notre Dame graduate. PEPY supports rural Cambodian communities to improve
their standards of living and quality of education with an increased access to quality education.
Another activity was Lose the Shoes ND: a 3 v 3 soccer tournament benefiting Grassroot Soccer.,
a non-governmental organization based in South Africa whose mission is to teach kids in Africa
HIV/AIDS prevention with soccer. In support of LIVESTRONG, club members joined thousands
of supporters around the world as they wore yellow and rallied together to honor cancer
survivors and the communities of care that are so important to them. By hosting a Notre Dame
vs. BC Game Watch, the club raised money for LIVESTRONG.

**Global Business Club**

The MBA Global Business Club holds more than a dozen events related to international
business. The club schedules bi-weekly Language & Culture Workshops where presentations are
made about language and business etiquette in countries such as China, India, Germany,
Nigeria and Mexico. Additional 2010 activities included a club-sponsored event that featured a panel discussion by students who completed international internships in summer 2010 and a presentation on launching a successful international career by a Mendoza faculty member.

**Net Impact**

The Net Impact Club at Notre Dame is a thriving chapter of the national Net Impact organization that focuses on using the power of business to create a more socially and environmentally sustainable world. The club provides current MBA students the opportunity to interface with leaders in the world of nonprofit and social enterprise through both on-campus events, and opportunities to visit, consult for and volunteer with triple-bottom-line businesses and nonprofits in the local community. In 2010, one of the club’s activities included a talk by consultant Gretal Figueroa-Guzmán, who discussed how microfinance institutions operate and how access to basic financial services – including a safe place to deposit cash – has improved lives in impoverished communities.

**Entrepreneurship Club**

The mission of the Notre Dame MBA Entrepreneurship club is to enable and support entrepreneurs at Notre Dame. In keeping with this mission, the club held the first annual Angel mixer - where MBAs were able to meet in a casual atmosphere with members of the Irish Angels (ND affiliated Angel investors). The club also brought together members for brainstorming sessions and team formation to enter in various business plan competitions. These sessions have led to the formation of at least one new LLC, which is about to close on its first deal with approximately $1M in revenue. Additional events include facilitating interactions with the Innovation Park at Notre Dame., whose mission is to facilitate the transformation of innovations into viable marketplace ventures. To accomplish this mission, IPND convenes innovators from different sectors, including faculty, students, alumni, and partners of the University of Notre Dame.

**National Association of Woman MBAs**

The mission of the Women MBAs Club is to provide a forum for women to network, give back and discuss issues that are important to women as they pursue their careers. In the 2009-2010
and 2010-2011 academic years, it has hosted speakers on gender inequalities in the workplace and maintaining a work-life balance, partnered with a local elementary school to throw a Halloween party and raised money for a school in Nigeria.

**The Notre Dame MBA Marketing Club**

The MBA marketing club attempts to connect students with marketing professionals, professors, and other students in order to give them opportunities to network, learn and share ideas. In 2010, the club held numerous networking events with fortune 500 companies such as Whirlpool and HP as well as conference calls with industry leaders. In the spring, the club hosts a national marketing symposium bringing in speakers from across the country to share ideas with students and professionals on campus. In order to foster continuous development, the club holds bi-weekly meetings to discuss new marketing trends as well as monthly networking events to promote club unity and discuss career search.

**The Black Graduates in Management Club**

Black Graduate in Management (BGM) is an affinity club for students with an African heritage. The club meets at least once a month to discuss progress on initiatives within the club and to discuss activities that members have been involved with on campus. BGM is focused on promoting diversity across campus and works with the Multicultural Student Programs and Services to increase visibility with the undergraduate population and provide leadership to minority groups at Notre Dame. In this regard, BGM assumes a leadership role in the Diversity Conference and is collaborating with some of the Asian and Hispanic clubs to make this year's conference a success. Some examples of club activities include fundraising for Haiti, work with recruitment, and other community-based projects. BGM's main activities are the National Black MBA Association Conference (NBMBAA), which is the first MBA conference of the year. The
2010 conference was held in Los Angeles. NBMBAA is the largest MBA conference of the year traditionally, and offers students their first opportunity to network with potential employers. BGM also hosts a mixer with the Black Law Students Association in the fall, operates a concession stand on one football weekend every year, and holds a Club Presidents BBQ in the spring.

**Hispanic MBA Club**

One of the Hispanic Club’s main objectives is to serve the community. The club fulfills this objective by raising money for a local non-for-profit organization, Casa de Amistad, which is devoted to helping struggling Hispanic families from the South Bend community. The main fund-raising activity to support Casa de Amistad is called "Karaoke for a Cause." Several members of the Notre Dame faculty auction performances. The 2010 event raised $2,000 for the organization's after school program. When the club presents the donation, the members spend the day volunteering at the organization to experience the change that Casa de Amistad makes in the lives of local families.

**Management Club**

The MBA Management Club holds bi-weekly meetings on topics supporting students' career development interests in leadership development programs, operations, supply chain and other aspects of general management. The club also promotes students' academic interests by working with the faculty of the business leadership concentration on special topics in areas of mutual interest.
Finance and Investments Club

The Finance and Investments Club is the largest club within Notre Dame's MBA program. The club meets twice weekly. The Investments half of the group manages a $300,000 portfolio for the Notre Dame Endowment. Professors, portfolio managers, and executives within the profession regularly engage in presentations for club members. The club also acts as a medium to visit companies and provide educational support that the curriculum may not address.

Military Veterans Club of Notre Dame

The MBA Veterans Club of Notre Dame serves as a club for all current and former veterans of the Armed Services, with members representing the Army, Navy, Air Force and Marine Corps. Notre Dame and the military are two of the most well-developed business networks. The club strives to combine these networks to prepare members as they enter the workforce.

Beginning in the 2010-11 academic year, the club commenced working with the Wounded Warrior Project to help veterans of Operation Iraqi Freedom and Operation Enduring Freedom get a start in business as they transition back to the civilian world.

Consulting Club

The Notre Dame Consulting Club focuses on three critical initiatives: to increase the number of Mendoza College of Business MBAs receiving full-time consulting job offers; to work with MBA faculty and staff to provide a structured curriculum that would benefit all students by improving their case interview skills; to partner with the career development staff to build on relationships with influential alumni in the consulting industry. As a result of these efforts, the average number of full-time MBA consulting offers for the 2009-10 and 2010-11 period increased 36 percent from the previous two-year academic period, the first case interview handbook for all MBA students was developed, and the program’s relationships with several firms was strengthened.
Student International Business Council

The mission of the club is to empower students through the ethical advancement of international commerce by developing leadership, entrepreneurial ability, practical management skills, and global interaction. Now known since 2000 as the Student International Business Council (SIBC), the SIBC seeks to fulfill its vision of “Peace Through Commerce” by interacting with global companies and organizations while educating its members and the Notre Dame community about the different aspects of international business. The group has nearly 300 members from both the University of Notre Dame and St. Mary’s College. “Peace Through Commerce” has been an underlying belief and driving force of the Council. Why commerce? Because it encompasses every facet of life and relationships, it is blind to boundaries and physical differences, and in its best form it seeks to enhance life and living.

Outside the Classroom: Student Activities & Opportunities

National Association of Women MBAs Conference

Twelve women MBAs and two staff attended the 2010 Conference and Career Fair Global Economy, Global Leadership in Louisville, KY. The 2010 development sessions consisted of four tracks, Powerful Women We All Should Know, Triple Play: Your Career, Your Life, and Your Wellness, Navigating Your Ideal Career, Career Opportunities for MBAs.

Net Impact Conference

Thirty Notre Dame MBA students attended the 2010 Net Impact Conference, which focused on innovative ideas to propel toward a more sustainable decade. The conference featured speakers such as Marjora Carter (The Majora Carter Group, LLC), Kim Jeffery (Nestle Waters North America), William McDonough (Cradle to Cradle), and moderator Marc Gunther (FORTUNE), and Gary Hirshberg (Stonyfield Farm).

School, Inc. Halloween Party

School, Inc. was founded on the principle that all students deserve a fair chance to succeed and all schools are critical entities in which this can happen. A collaborative program between University of Notre Dame
MBA students and the South Bend Community School Corporation, School, Inc. unites motivated MBA students with diligent elementary school students. Through its two flagship programs, SUCCESS and Money Math, School, Inc. reaches dozens of children every week. MBA students and staff hosted a Halloween Party at Dickinson Elementary School in October 2010. The party included elementary children whom the MBAs work with throughout the year. Prior to the event, MBA students, several who are members of the Women’s MBA Club, collected donations for costumes to outfit nearly 100 students for the holiday.

Forté Foundation

In 2011, Mendoza College of Business joined Forté Foundation, a consortium of leading multinational corporations, the Graduate Management Admission Council (GMAC), and top global business schools. The Forté Foundation is the leading organization that provides a national infrastructure for college and business school women to access the “real world” information, scholarship opportunities and essential networking connections they need to succeed in business careers. As part of the new partnership with the Forté Foundation, the College will now be offering a minimum of $60,000 in fellowship dollars each year to fund no fewer than four Forté Fellows. These prestigious fellowships will be awarded to the top female admitted MBA students and include an array of benefits, including exclusive access to Foundation events. The membership will have additional benefits for Notre Dame business undergraduate and alumnae as well, such as networking events, professional development tools and access to premium content on the Forté website.
**Mendoza College of Business Programs**

**Undergraduate Program Highlights**

*The Mendoza College of Business enrolls undergraduate students in six majors: accountancy, finance, marketing, management consulting, management entrepreneurship and IT management. After completing the University’s innovative First Year of Studies program, Notre Dame business majors enter the Mendoza College in their sophomore year.*

**Bloomberg BusinessWeek Annual Ranking**

As part of Bloomberg BusinessWeek’s annual survey, in which Mendoza College of Business received the overall ranking of No. 1 in both 2011 and 2010, senior business students from 139 participating schools were asked to grade their business programs in select specialty areas. In 2011, Mendoza was included on ten top-ten lists out of the twelve specialty categories ranked and, in 2010, was included on eight top-ten lists. In both 2011 and 2010, Mendoza ranked No. 1 in ethics and in 2011 jumped from a No. 10 ranking in 2010 to a No. 2 ranking in sustainability.

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**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.
Foresight in Business and Society

Launched in Fall 2009, *Foresight in Business and Society* is a required course for Mendoza College of Business juniors and focuses on the major trends expected to shape the world while providing students with a framework for how to think critically about change and plan for it. Much of the curriculum examines societal problems that have no quick or easy solutions, such as poverty, health care and energy concerns. The coursework objectives include first developing an awareness of these issues affecting the human community and secondly, analyzing the roles played by various organizations in dealing with them. A third objective is to expose students to quantitative and qualitative methodologies used by futurists to identify the trends, consider the implications of change, to plan for alternative futures and to suggest solutions leading to preferred futures.

In Fall 2010, the course introduced the opportunity for student teams to work with corporations. Corporate participants have included GE, IBM, South Bend Bus Transpo, a large foundation (which chose to be anonymous) and Fair Trade Sports. In addition, about 300 business majors presented powers summarizing their research for the course, including:

- One team found that although wind turbines are likely to continue to multiply as an alternative energy source, the real job growth will be in maintenance and repair services, not manufacturing.

- Another team predicted that the seemingly irreversible trend of U.S. companies outsourcing manufacturing jobs is likely to turn around as transportation costs rise and the supply of cheap labor dwindles in outsourcing Meccas like China.

- More than one team examined the increasing appetite for meat in countries like Brazil, which are experiencing a growth of the middle class. With more money, people tend to eat more meat, but there are health and environmental costs to more meat production and consumption.
MBA Program Highlights

All 20 of the Notre Dame MBA required courses and a notable 143 electives integrate social, ethical or environmental issues. Even as new courses have been added that specifically focus on CSR topics, the standard disciplines of business curricula – such as accountancy, banking and finance – also incorporate the perspective. “Ethical Leadership,” “Sustainable Enterprise,” “Ethics in Finance and Banking,” “Examination of Sustainability” are a few examples of MBA courses addressing CSR.

Business on the Frontlines

Business on the Frontlines is a signature course offered by the Mendoza College of Business. First offered in spring 2009, the course consists of two parts: a classroom segment where students study developmental economies and topics related to peace-through-commerce efforts; and a week- to 10-day field visit to explore in detail the activities and impact of local and international business in post-war reconstruction societies. The aim is to examine the role of business as these countries attempt to restart their economic growth in order to create the wealth needed to pull their populations out of poverty and stabilize society. During the onsite visits, students travel in teams to their designated country or region, meeting with business and civic leaders, shop owners and ordinary citizens to learn first-hand about the challenges faced in restarting their economies. Destinations have included Bosnia, Lebanon, Kenya and Uganda. Findings and observations from the students have been presented to groups working within the countries, including Catholic Relief Services. In 2010, Forbes.com selected Business on the Frontlines as one of the “Ten Most Innovative Business School Classes.”
Interterm Intensives

In one week each fall and spring, Interterm Intensives provide 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. Each Interterm Intensives offers four types of courses: live cases (all first year students are required to enroll in a case competition, during the Fall Interterm session, that is focused on corporate social responsibility), critical skills courses, social impact courses, and international immersions. In the social impact courses, students use their time and talent to help a nonprofit organization address an issue which is critical to its success. Students have a significant social impact as their solutions are often implemented by the organization. Examples of social impact courses from 2010 and 2011 include:

- **Experiential Marketing: The Case of Mosaic XM and Aspire CoffeeWorks**: In conjunction with Mosaic XM, a leading North American experiential marketing agency, this course presented students with an insider’s understanding of the advertising industry as to why every successful campaign must go beyond TV and print. Students then teamed up to function as independent marketing agencies and received Request for Proposal (RFP) to develop a nontraditional marketing campaign for a social venture client, Aspire CoffeeWorks, a social enterprise which produces craft-roasted coffees while creating jobs and funding programs for people with disabilities. The goal of the campaign was to broaden awareness of ACW and increase online and retail sales of ACW coffee and related products. Over the course of the class the agency teams developed a “new business” pitch to present their nontraditional marketing campaigns.

- **Brand Building through Modern Marketing Strategies: The Case of BOSCO-Uganda**: Students in this course focused on developing a strategic marketing communications...
plan using both traditional and digital marketing tactics to help increase awareness and donations for BOSCO–Uganda, a nonprofit that provides information and communications technology (ICT) to foster socioeconomic growth and education to rural communities in northern Uganda.

- Using Traditional Business Skills in Nontraditional Ways: The Intersection of the Immigration Reform Debate and Business: Through the course, students explored some of the ethical contours of the immigration debate as well as some strategic approaches to messaging about this issue. What new language and images about immigrants can help us reshape the narrative? Taught by some of the country’s most important leaders in the Church (Cardinal Roger Mahony), business, and the academy, the course provided a fascinating exploration of migration, business, and the building of both a productive and humane society.

- Building the RMHC Brand and Garnering Global Support for the Charity while Celebrating its Largest Corporate Donor, McDonald’s: In this course students were challenged to help market and communicate brand Ronald McDonald House Charities (RMHC), a charity that provides stability and vital resources to families to help them get and keep their children healthy and happy. Students were also challenged to address influential generational targets in a marketing plan that effectively differentiated RMHC from McDonald’s, while celebrating the corporation’s role in the charity’s mission.

Nonprofit Professional Development

In the past several years, leaders of nonprofit organizations have faced an increasingly complex climate that calls for continued development in their business leadership skills. Nonprofit Professional Development in the Mendoza College of Business at the University of Notre Dame seeks to meet these needs through its two arms of nonprofit education—non-degree nonprofit executive programs and the Master of Nonprofit Administration (MNA) degree.
Leaders in Transition Certificate Program
Qualities of leadership exhibited by postgraduate volunteers are increasingly recognized by employers. The goal of this week-long certificate program is to offer tools and resources to help leaders transition from volunteering to employment. The certificate program is open to anyone who has completed a year or more of full-time volunteer service. The program is free and includes a $150 stipend to help cover travel and food. Also, free lodging is available in an on-campus air-conditioned dormitory, double room occupancy. The Leaders In Transition Certificate Program in Career Management is presented by the University of Notre Dame’s Mendoza College of Business Master of Nonprofit Administration Program in collaboration with the Center for Social Concerns and Career Center.

Catholic Leadership Program
The annual Catholic Leadership Program, open to leaders of Catholic organizations, is sponsored by Notre Dame’s Nonprofit Executive Programs and the Mendoza College of Business as part of its ongoing philanthropic mission to provide nonprofit executive education in areas relevant to the current challenges that leaders face. The Catholic Leadership Program features a range of experts discussing topics including nonprofit board governance, implications of immigration, fund development, and finance and budgeting. In addition, the program offers special sessions unique to Catholic organizational needs, such as establishing a corporate structure that conforms to both Nonprofit Law as well as the Church’s Canon Law.

United States Hispanic Chamber of Commerce (USHCC) Foundation
In 2010, the Nonprofit Executive Programs at Mendoza College of Business made a commitment to provide executive education to the Hispanic business community through a new partnership with the United States Hispanic Chamber of Commerce (USHCC) Foundation. More than 200 chamber leaders participated in the year-long program that began with a two-day session held
on Notre Dame campus in August 2010. Nonprofit Executive Programs also worked with Mendoza College of Business’ Executive Education to provide sessions on business to help the Hispanic Chamber of Commerce executives better serve their members. The program was structured to include a total of 16 days in the classroom during the 2010-2011 academic year, and was divided into two- and four-day sessions. Some of the sessions were held off-campus in cities with large, active chamber groups, including Dallas, Texas. Other states and regions were California and the West Coast, Florida, New York and the East Coast. Topics as identified by a needs-assessment survey of the Chamber leaders included media relations, fund development, ethical leadership and creating a philanthropic culture.

YMCA of the USA
In 2010, the Nonprofit Professional Development program at Mendoza College of Business announced a new agreement with YMCA of the USA to provide executive education to the service organization’s leaders. The training took place in Notre Dame’s executive classroom space at the Santa Fe Building in downtown Chicago and consisted of two four-day sessions plus a field project. The format allows the executives to gain education without losing a significant amount of job time. Participants earn a certificate from the Notre Dame Nonprofit Professional Development upon completion. The focus of the program is to help managers make the transition to a larger leadership role, Hardy said. This includes such topics as developing a philanthropic culture, managing the media, community relations, financial management and transparency, and nonprofit board leadership. Nonprofits are finding greater need for leadership training as they face high levels of CEO retirement at the same time that demand for services is increasing and becoming more complex.
MSA

The Tax Assistance Program
The Tax Assistance Program staffed by students from the M.S. in Accountancy program is providing tax assistance to international employees and students at Notre Dame. Just as Notre Dame undergraduates aid local people in preparing domestic tax returns, students in the MSA program concentrate on helping nonresidents negotiate the often complicated matter of filing returns. The international program has grown from 498 clients in 2001 to 817 served in 2011.

Sustainability Accounting and Reporting Course
In the new course, “Sustainability Accounting and Reporting,” first offered in October 2010, Accountancy Professor Bill Nichols helps educate students, academia, and the business world about the issues involved in trying to measure sustainability. Nichols describes the difficulties of evaluating and reporting sustainability efforts, especially in regard to the environment. The topic is so new, there is no textbook. Nichols also focuses on the objectives of the Global Reporting Initiative, which established performance indicators for sustainability reporting, to guide the course of study. The goal of the course is to educate accountancy students about the appropriate way to present to decision makers the type of data needed to make a judgment about a business’s degree of environmental, economic, and social sustainability.

Executive Education

Integral Leadership Portfolio
In 2010, Executive Education expanded its Integral Leadership Portfolio to include three open-enrollment programs designed to serve different stages of business leadership. The common denominator of all three programs is a central emphasis on values-based leadership that develops the whole person.

- Executive Integral Leadership (EIL) – the signature program launched in 2002, offers experienced (15 years+) executives with proven records of impact an opportunity to become better leaders
Vital Leadership Advantage for an Interdependent World (VLA) – offers senior (20+ years experience) leaders a new way to manage a change initiative amid increasing complexity in the business world

Unleashing Your Leadership Potential (UYLP) – offers emerging (5+ years) leaders the opportunity to accelerate their transition from individual contributor to leader

EMBA Curriculum Redesign
In response to the growing demand for leadership at all levels to be able to design and implement resilient, strategic plans that take into account the dynamic's of today’s business climate, the Notre Dame Executive MBA unrolled its redesigned curriculum in August 2011. The new curriculum, which maintains its strong focus on values, emphasizes strategic-thinking skills and the ability to affect strategies through critical decision-making and strong values-based leadership. A new first-year course, “Strategic Thinking,” provides the structural steel of the program. Two second-year courses – “Systems Thinking and Advanced Tactics” and “Strategic Planning for Growth” – are designed to evolve students’ understanding of business problems in terms of system dynamics.

Non-Program Related Curriculum

The Global Commons Initiative
The Global Commons Initiative, led by Director of Integral Leadership Leo Burke, teaches students and U.N. officials about the border-blind “commons” approach to managing scarce and threatened resources. In 2011, Notre Dame and the United Nations Institute for Training and Research developed and began testing a self-paced e-learning course for U.N. diplomats and officials of member states. The rollout followed the introduction of undergraduate, MBA, and EMBA courses at Mendoza that teach about the Global Commons. The initiative involves research projects and partnerships with other universities in addition to coursework.
Conferences, Forums, and Learning Events

Notre Dame MBA Diversity Conference

The annual Notre Dame MBA Diversity Conference, first organized in 2008, explores the many significant ways diversity impacts business and is open to the public and free for all participants. The 2011 conference had a theme of “Capacity for Global Interaction,” with topics ranging from how to build diversity in a sport, to what form diversity training should take, to how to cultivate effective partnerships with minority and women-owned businesses.

The conference also featured business leaders from companies such as ACS (a Xerox Company and 2011’s conference sponsor), Whirlpool Corporation, and Bank of America. In 2010, the Diversity Conference explored the processes in place to improve an organization’s ability to handle a diverse set of business issues. Participants were encouraged to consider their roles as business leaders to understand what diverse individuals and teams contribute to an organization; including improvements in creativity, flexibility, and eventually a business's bottom line. Companies, such as KPMG, Bosch, and Sabreliner, revealed how diversity has positively impacted their business, how their company is equipped to encourage and support diversity, and why it is essential that our leaders of the future are prepared to do the same. The annual Diversity Conference also features the Ernst & Young Advisory Case Competition.

MBA Leadership Conference

The Notre Dame MBA Leadership Conference is organized and hosted by the Irish Leaders, a committee of MBA students. The purpose of the conference is to develop values-based leadership in today's world by inviting alumni and other executives who have exemplified
values-based leadership. Attended by MBA students, executive MBA students, alumni, corporate sponsors and guests, the three-day conference features talks by prominent business leaders, as well as break-out sessions and a panel discussion. The conference is considered a distinct highlight of many MBA students' contributions to the campus and is attended by the majority of MBA students.

**Notre Dame Forum**

The 2010-2011 Notre Dame Forum, titled “The Global Marketplace and the Common Good,” offered a year-long discussion on the role of ethics, values, and morals in the rebuilding and shaping of the global economy. Ed Conlon, Associate Dean for Graduate Studies at Mendoza College of Business and Edward Frederick Sorin Professor of Management at the University of Notre Dame, chaired the campus implementation committee which planned the year’s program. Throughout the year, the university explored the power of the global market and particularly its moral dimensions in a series of events. Pulitzer-Prize winning New York Times columnist Thomas Friedman headlined the signature event of the 2010-2011 Notre Dame Forum and then joined a roundtable discussion featuring Carolyn Y. Woo, former dean of Mendoza College of Business, Gary Anderson, professor of theology, and Notre Dame student Shanna Gast.

**Asking More Commentary Forum**

The Asking More Commentary is a forum for Mendoza faculty contributors to establish an ongoing dialogue about current events from a perspective that emphasizes individual integrity, effective organizations, and concern for the common good. These are the themes that speak to the heart of the Notre Dame mission and the College’s challenge to Ask More of Business™ — to explore ways that business can be used as a force for good.
Microfinance Consultant Event

In 2010, the Notre Dame Net Impact Club and Gigot Center for Entrepreneurial Studies co-sponsored a presentation titled: Microfinance -- over 3 decades later: What has it demonstrated and what questions does it raise around ethically providing financial services to the world’s poor? The presenter was Ms. Figueroa-Guzmán, who holds a Master’s in Public Affairs (MPA) from the Woodrow Wilson School of Public and International Affairs of Princeton University and is a microfinance consultant with 15 years of experience.

Faith Development Committee – Spiritual Formation Retreat

The Faith Development Committee at Mendoza College of Business focuses on developing and forming Mendoza students both spiritually and academically through a variety of activities. Its annual Weekend of Reflection retreat serves as the cornerstone event of the committee and provides students with the opportunity to reflect on the connections between their spiritual beliefs and their professional endeavors. In 2011, the retreat centered on the theme of “Inside/Out,” where students reflected on the meaning of vocation and how one’s vocation is discovered and lived on a daily basis. The weekend also included small group discussions where students were able to share thoughts with guest speakers, meditative singing, and also through a silent prayer aspect where students were encouraged to spend time quietly in solitude. The 2010 spiritual formation retreat had the theme of “Take 24 – Asking More of Ourselves,” where students were encouraged to take 24 hours from their lives to deeply consider how to be good stewards and live the gospel life. In addition, the Faith Development Committee offers other events such as modular Masses for the MBA, one-on-one spiritual formation opportunities, and community Masses. The Faith Development Committee initiatives have also stemmed into student-driven activities, such as involvement with the “Believers in Business Conference,” which gathers MBA students nationwide to network, fellowship, and learn from relevant leaders on discerning vocational calling and living the Christian faith in the marketplace, as well as MBA Bible studies on Notre Dame’s campus.
Building the Ethical Environment

Business as a Force for Good for Society Task Force

In Fall 2010, Dean Carolyn Woo established a committee, Business as a Force for Good for Society, with the purpose of defining in more concrete terms what the Mendoza College of Business means by “business as a force for good in society.” The committee also serves to develop a comprehensive inventory of current College of Business and cross-Notre Dame skills, capabilities and programs; to understand gaps in current Mendoza College of Business skills and capabilities; and to develop an implementation plan in terms of people, investment, timeline, review process and communication. The establishment of this committee demonstrates the College’s deep commitment to ethical business practices. The efforts of the Task Force culminated in a white paper which described the current environment at Mendoza in relation to ethics and explored some of the barriers to moving forward on a Business & Society agenda. The document then provided to two sets of recommendations for propelling the college in this direction: first, a set of next steps within the constraints of Mendoza's existing resources and finances, and second, a plan to expand the vision through targeted investment in people and initiatives.

Value Lines

Value Lines is a newsletter published monthly during the academic year by Accountancy Professor Ken Milani for more than 30 years. The publication highlights ethical concepts and considerations from a variety of sources, both from within Notre Dame and other news sources. Value Lines focuses on ethics from both the academic, corporate and popular culture levels. It is distributed to each MBA student and to the Mendoza College in general.

e-Reader Study Course

In 2010, Corey Angst, assistant professor of management and a member of Notre Dame’s ePubPublishing Working Group, debuted the University’s first and only class taught using Apple’s new wireless tablet computer to replace traditional textbooks. The course was part of a unique,
A year-long Notre Dame study of eReaders, and Angst conducted the first phase using iPads. The working group participants are from a broad array of colleges and departments and members are evaluating the creation, distribution, consumption and usefulness of electronic course materials in an academic setting by examining the usefulness of the iPad as an eReader, with the broader goal of designing an “ePublishing ecosystem” that serves faculty, students and staff by making the creation, distribution, sharing, reading and annotation of eMaterials simple and inexpensive.

**Notre Dame MBA Admissions Process**

Notre Dame MBA Admissions is pioneering a new approach to applicant evaluation that looks beyond grade-point averages and scores on the GMAT. Now, in addition to submitting test scores, applicants complete a 150-question Personal Characteristics Inventory (PCI), designed to assess character and personality attributes that can contribute to a candidate’s success in the program and beyond. PCI aims to gain a fuller measure of the person which, in turn, allows Notre Dame to take a deeper look at students who may not have the highest test scores, but would do very well in the program. Admissions also has replaced personal letters of recommendation with a new measure called the ETS Personal Potential Index, a Web-based tool that provides information on six key attributes considered important for graduate study.

**Awards, Recognitions, and Rankings**

**2011 Awards, Recognitions, and Rankings**


- Faculty research ranks No. 2 for published scholarly articles in Aspen Institutes *Beyond Grey Pinstripes*

- Notre Dame MBA ranks No. 4 worldwide in Aspen Institute’s *Beyond Grey Pinstripes*

- *Entrepreneur* magazine ranks the Notre Dame MBA as one of the best programs in the country for MBA students seeking careers in “green” industries and is especially noted
for its sustainability courses focusing on topics such as “greening” the supply chain and improving environmental accounting

2010 Awards, Recognitions, and Rankings

➢ *Bloomberg BusinessWeek* ranks Mendoza College of Business No. 1 in “Best Undergraduate Business Schools.”

➢ The 2010 Financial Times Global MBA ranked Notre Dame as No. 1 for corporate social responsibility among the top 100 global MBA programs.

➢ Notre Dame MBA ranks No. 5 worldwide in Aspen Institute’s *Beyond Grey Pinstripes*

➢ The Notre Dame Executive MBA program earned the No. 6 position in *The Wall Street Journal’s “Best Executive MBA Programs 2010”* ranking, with especially high marks in its teaching of critical management skills and mentions by graduates for its emphasis on business ethics

Student Scholarships and Fellowships

Kenneth R. Meyer Fellowships

In 2010, the Kenneth R. Meyer Family Center for MBA Studies was established with a generous $10 million gift from Kenneth R. Meyer, retired chairman and chief executive officer of Lincoln Capital management Co. and a 1966 alumnus of the University of Notre Dame, to his alma mater. The gift will fund fellowships for the Notre Dame MBA program and is matched with University funding for a total of $20 million. The Kenneth R. Meyer Fellowships will be the critical component of the newly established Meyer Family Center for MBA Studies at the Mendoza College of Business. The center also will sponsor an annual distinguished guest lecture focusing on ethical business leadership, and will participate in the ethics orientation sessions offered to all incoming MBA students at Notre Dame. Meyer’s gift and the University matching funds will support 16 fellowships annually – eight fellowships for admitted applicants in each two-year MBA class. The initial fellowships will be awarded to first-year students for the 2011-12 academic year. Candidates for the Meyer Fellowships will be recruited from the top 3 percent of all MBA applicants worldwide each year, based on statistics made available by the Graduate Management Admissions Council (GMAC), the association of leading graduate business schools. Criteria include GMAT scores, undergraduate grade point averages and work experience, with
special consideration being given to character and qualities of leadership. Each Meyer fellow will receive full tuition plus a stipend.

**Peace Corps Scholarship**

The University of Notre Dame’s nonprofit business degree program is partnering with the Peace Corps to offer financial help to volunteers newly returned from service fields. The Master of Nonprofit Administration (MNA), housed in the Mendoza College of Business, will provide a scholarship of $10,500 to one returning Peace Corps volunteer accepted into the program beginning with the summer 2011 class. The partnership is part of the Peace Corps Paul D. Coverdell Fellows program, which offers financial benefits such as scholarships, reduced tuition and university credit in advanced degree programs at more than 50 participating colleges and universities. In addition to their academic studies, Coverdell Fellows participants apply the experience they acquired as volunteers abroad to programs that benefit underserved U.S. communities. Notre Dame’s MNA is the first business school that offers a master’s degree to participate in the Coverdell Fellow program.

**Mendoza College of Business Academic Centers**

**Notre Dame Deloitte Center for Ethical Leadership**

Having identified a mutual emphasis on the critical role of personal integrity in today’s business world, Deloitte and the University of Notre Dame have partnered to create a center for the research, teaching, and practice of ethical leadership. Launched in 2011 and housed within the Mendoza College of Business, the NDDCEL seeks to further an understanding of the topic and explore ways in which ideas generated can be disseminated and implemented in the corporate world.

- The specific focus: personal character and integrity—how it can be instilled, measured, and leveraged.
- The ultimate goal: to have a significant, positive impact on how business is done.
- The three-pronged approach: conduct and sponsor original research, work with corporations to apply new knowledge in practical ways, and bolster curricula at all levels (undergraduate, graduate and executive).
Institute for Ethical Business Worldwide

The Institute was created in 2001 with the vision to advocate ethical business conduct in a global setting. The mission of the Institute consists of five elements:

1. Cultivate the capacity for ethical conduct in our students through education that:
   - raises sensitivity to the ethical dimension of managerial decisions and practices;
   - develops intellectual capabilities for ethical analysis; enhances understanding of Catholic social teachings and corresponding implications for stewardship in the global context;
   - and invites explicit evaluation of one’s own personal boundaries and values.

2. Expand knowledge in the field through research that builds and tests theories as the basis for evaluating and guiding practice.

3. Develop conceptual frameworks, teaching materials, innovative pedagogies, course syllabi and workshops to assist the academic community in its ability to provide business ethics education.

4. Serve as a source of reference and guidance to the practitioner community on business ethics.

5. Pursue the above mission through active outreach to and partnerships with all disciplines in the Mendoza College, appropriate centers and departments within the University, as well as external academic, policy and social institutes across the world.

Center for Ethics and Religious Values in Business

The center seeks to strengthen the Judeo-Christian ethical foundations in business and public policy decisions by fostering dialogue among academic and corporate leaders, as well as by research and publications. The center also helps to coordinate and integrate the teaching of ethics throughout the business curriculum at Notre Dame. Notre Dame's ethics program is one of the oldest in the country. The program was founded in 1978 by the late John W. Houck, a professor for 40 years at Notre Dame, and Rev. Oliver F. Williams, C.S.C. Currently, Father Williams serves as director. Conferences include The UN Millennium Development Goals, The Global Compact, and The Common Good Conference; and publications such as Recasting The Bottom Line: Educating For Capitalism In The 21st Century (PRME) by Oliver F. Williams; Civilizing the Economy and Catholic Social Teaching; Peace Through Commerce: Responsible
Corporate Citizenship and the Ideals of the U.N. Global Compact, University of Notre Dame Press

**Gigot Center for Entrepreneurial Studies**

The Gigot Center for Entrepreneurial Studies was founded in 1998 for the purpose of fostering innovation and infusing aspiring entrepreneurs with a sense of the possible. Through rigorous coursework, business plan competitions, extensive networking and mentorship, and hands-on learning experiences, the center provides students with the knowledge and skills vital to entrepreneurship. Activities include:

- **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; and Social internships, both domestic and international that provide on-the-ground experiences.

**Fanning Center for Business Communication**

The Eugene D. Fanning Center for Business Communication assists members of the Notre Dame community in the achievement of their academic, intellectual, and professional goals by providing instruction, guidance, and counsel in writing, speaking, and other dimensions of human communication. At the heart of this mission is a concern for the individual, a focus on ethics and integrity in business, and a commitment to the advancement of the College and the University.
Since 1997, leading corporate executives, practitioners, and professionals have gathered on the Notre Dame campus each autumn to discuss current issues and best practices at The Conference on Corporate Communication. The Fanning Center offers a wide range of academic courses in all of the Mendoza College’s degree programs. Those courses include skills-based instruction in writing and speaking, as well as courses seeking to integrate strategy and theory, such as persuasion, negotiation, conflict management, corporate communication, and intercultural communication. The Fanning Center has also earned an international reputation for producing management communication case studies and faculty publications. Notre Dame corporate communications case studies, many which focus on ethical issues, are used by more than 70 business schools around the world.

**Center for Accounting Research and Education**

The mission of the Center for Account Research and Education (CARE) is to support domestic and international faculty in the creation and dissemination of accounting knowledge. The objective of the center is to strengthen the bridges between accounting research, accounting education and accounting practice. The vehicles used to accomplish these objectives are the:

- Annual Financial Statement Analysis and Valuation Conference
- Annual Midwest Accounting Research Conference
- Development and Maintenance of Corporate Fraud and Bankruptcy Databases.

The focus of CARE is to encourage and support young faculty by providing a venue to discuss and develop accounting research that: affects the way both undergraduate and graduate students are trained and educated; affects the practice of accounting and the use of accounting information; and is relevant to accounting standard setters.

**Center for the Study of Financial Regulation**

The crisis of 2007-2008 has brought issues of financial regulation to the forefront. Even before this though, rapid changes in trading technology, the globalization of finance, the growth of trading in new derivative securities and the increasing rate of financial innovation have made financial regulation an important issue. The Center for the Study of Financial Regulation has been created to encourage rigorous study of the economics of financial regulation. Among other things, the center is interested in examining the costs and benefits of specific regulations, the impact of regulation on financial practice, and the political process by which regulation is enacted. The center intends to bring clear economic thinking to bear on current regulatory rules.
while informing and engaging financial economists, regulators, politicians, and the public. It will pursue this mission through conferences, speakers, and white papers and by encouraging scholarly work on topics related to financial regulation. The 2010 Conference on Current Topics in Market Regulation featured former SEC Chief Economists Larry Harris and Chester Spatt, and Raghuram Rajan, former Director of Research at the IMF and author of the book (with Luigi Zingales) “Saving Capitalism from the Capitalists.”
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.

The Mendoza faculty continually drives the message of social responsibility through its teaching, scholarship and organized events. Recent faculty research explores topics that examine the critical link between CSR efforts and business operations, such as how carbon emissions relate to firm value, and employee job satisfaction at “green” businesses. A number of studies also consider the use of information technology in improving health care.

Groundbreaking research in the area of online marketing to children has provided insights in the national effort to reduce childhood obesity. As information technology continues to reshape the workforce, faculty members are considering diverse issues such as how IT might be used to lower mortality rates in hospitals, and whether personal morality plays a role in preventing computer security breaches.

Faculty Research Highlights

2011 Faculty Research Highlights


There is a natural order to most events in life: Everything from learning to read to DNA sequences in molecular biology follows some predetermined, structured methodology that has been refined to yield improved results. Likewise, it would seem that firms could benefit by adopting and implementing technologies in some logical way so as to increase their overall performance. In this study of 555 hospitals, we investigate the order in which medical technologies are transformed into information technologies through a process of converting them from stand-alone technologies to interoperable, integrated information systems and whether certain configurations of sequences of integration yield additional value. We find that sequence does matter and that hospitals that integrated foundational technologies first—which in this case are known to be more complex—tend to perform better. Theoretical and practical implications of this finding and others are discussed.

Retailers often face a new vendor problem, i.e., they must order their inventory prior to a short selling period with uncertain demand. The uncertainty can be reduced by advance selling because not only are advance orders certain, but the remaining demand can be better forecasted. Consumers, however, may prefer not to purchase in advance unless given a discount because they are uncertain about their valuation for the product in advance. It is then unclear whether advance selling to pass some uncertainty risk to consumers is optimal for the retailer. This paper examines the advance selling price and inventory decisions in a two-period setting, where the first period is the advance selling period and the second is the selling (and consumption) period. We find that the advance selling strategy is not always optimal, but is contingent on parameters of the market (e.g., market potential, uncertainty), the consumers (e.g., valuation, risk aversion and heterogeneity). For example, we find that retailers should sell in advance if the consumers' expected valuation exceeds consumers' expected surplus when not buying early by a certain threshold at least, and that this threshold increases with risk aversion but decreases with stockout risks.


We examine the relation between CEOs' equity incentives and their use of performance-sensitive debt contracts. These contracts require higher or lower interest payments when the borrower's performance deteriorates or improves, thereby increasing expected costs of financial distress while also making a firm riskier to the benefit of option holders. We find that managers whose compensation is more sensitive to stock price volatility choose steeper and more convex performance pricing schedules, while those with high delta incentives choose flatter, less convex pricing schedules. Performance pricing contracts therefore seem to provide a channel for managers to increase firms' financial risk to gain private benefits.
We consider a central puzzle surrounding CEO accountability: What explains the payoffs and penalties that CEOs receive? Invoking Fama’s concept of “settling up,” we examine how a CEO’s entire performance record and history of prior over- or underpayment affect current pay and the odds of dismissal. We find that some parts of a CEO’s historical track record work to remedy prior over- or underpayment, whereas other aspects result in greater imbalances, as rich CEOs get richer while poorer ones get poorer. History matters when boards reward or punish their CEOs, but such reckoning is relatively complex.

2010 Faculty Research Highlights


Researchers have long argued that the potential costs of getting caught breaking the law decrease a high-performing firm’s need and desire to engage in illegal activities. However, the recent history of high-profile corporate scandals involving prominent and high-performing firms casts some doubt on these assertions. In this study, we explain this paradoxical organizational phenomenon by using theories of loss aversion and hubris to examine the propensity of a sample of S&P 500 manufacturing firms to engage in illegal behavior. Our results demonstrate that both performance above internal performance aspirations and performance above external expectations increase the likelihood a firm will engage in illegal activities, and that the prominence of these firms further enhances the effects of performance above expectations on the likelihood they engage in illegal actions. We also find that prominent and less prominent firms display different patterns of behavior when their performance fails to meet aspirations.


This study examines whether boards discipline CEOs and CFOs more severely for accounting restatements after passage of the Sarbanes-Oxley Act (SOX). The disciplinary actions I focus on are job termination and reductions in bonus payouts. Boards have incentive to take the highly visible action of terminating a manager to satisfy demands by outsiders for more vigilant corporate governance after SOX. However, terminating an executive entails the risk of hiring an inferior replacement and other costs. Imposing these costs on the firm and shareholders may not be justified after SOX because the severity of the restatements declines significantly. Despite the pressure on boards to appear vigilant, I find that when disciplining CEOs after SOX, boards gravitate away from termination and toward bonus penalties, a development commensurate with the less severe restatements of the post-SOX period. In contrast,
boards appear to strengthen disciplinary action against CFOs after SOX despite the decline in restatement severity.


To expand scholarly understanding of stakeholder marketing, the authors report data from a study that explores the practices of private firms founded with a commitment to triple-bottom-line achievement. Findings suggest that these firms develop and offer value propositions based on the inherent interconnectedness of all stakeholders in the marketplace, particularly recognizing opportunities to improve the lot of the “weakest link” stakeholders and the legitimacy of their practices in the eyes of an extended set of stakeholders. The authors offer a model of principle-based stakeholder marketing in which moral principles and organizational culture support marketing behaviors that offer value propositions for stakeholders rather than to stakeholders. This requires not only organization-wide but channel-wide intelligence gathering, dissemination, and responsiveness and entails unique marketing mix practices. The authors discuss challenges faced by large public firms attempting to practice this model, and avenues by which such firms may address those challenges. They suggest ways that public policy can encourage more firms to adopt principle-based stakeholder marketing. Finally, the authors identify further research needs.


Framed in the decision to restate financial statements, this study addresses whether behavior predicted by competing theories depends on the complexity of evidence. Two experiments observe the information-search behavior of auditors responsible to investigate their firm’s prior opinion. Experiment 1 shows that auditors confronted with few (many) summarized statements that replicate in form the materials used in prior research prefer to first search statements that are inconsistent (consistent) with the prior-period accounting. This result generally corroborates research in accounting and confirms the predictions of information-quantity theory in psychology (Fischer et al. [2008a]). In contrast, experiment 1 also shows that, when materials mimic the detailed documents common in practice, the results are different: Auditors confronted either with few or with many detailed documents prefer to search inconsistent documents first. This result confirms the predictions of evidence-complexity theory in psychology (Horowitz et al. [1996], [2001], [2002]) and shows that, compared to the materials on which prior research relies, detailed documents such as memos, emails, letters, and analyses drive information search toward inconsistent evidence. Experiment 2 probes further and finds that auditors evaluate documents bearing notes inscribed after the documents were prepared to be more inconsistent with the prior-period accounting, and that the dispersion in search behavior may be reliably conditional on the presence of notes.

When confronted with an ethical dilemma, most of us like to think we would stand up for our principles. But we are not as ethical as we think we are. In *Blind Spots*, leading business ethicists Max Bazerman and Ann Tenbrunsel examine the ways we overestimate our ability to do what is right and how we act unethically without meaning to. From the collapse of Enron and corruption in the tobacco industry, to sales of the defective Ford Pinto, the downfall of Bernard Madoff, and the Challenger space shuttle disaster, the authors investigate the nature of ethical failures in the business world and beyond, and illustrate how we can become more ethical, bridging the gap between who we are and who we want to be.

Explaining why traditional approaches to ethics don’t work, the book considers how blind spots like ethical fading—the removal of ethics from the decision-making process—have led to tragedies and scandals such as the Challenger space shuttle disaster, steroid use in Major League Baseball, the crash in the financial markets, and the energy crisis. The authors demonstrate how ethical standards shift, how we neglect to notice and act on the unethical behavior of others, and how compliance initiatives can actually promote unethical behavior. They argue that scandals will continue to emerge unless such approaches take into account the psychology of individuals faced with ethical dilemmas. Distinguishing our "should self" (the person who knows what is correct) from our "want self" (the person who ends up making decisions), the authors point out ethical sinkholes that create questionable actions.

Additional examples of ethics-related Mendoza College of Business faculty research can be found at: [http://www.beyongreypinstripes.org/school/u-notre-dame-mendoza](http://www.beyongreypinstripes.org/school/u-notre-dame-mendoza).

**Faculty Awards & Recognitions**

**2011 Faculty Awards Highlights**

IMA® - Beta Alpha Psi “Business Information Professional of the Year” Award

Ken Milani, professor of accountancy, received the Beta Alpha Psi 2011 “Business Information Professional of the Year” award in Education category. The awards, which have been bestowed since 1974, recognize the accomplishments of one individual in each of three fields: education, industry and government, and professional services. Individuals are nominated for their personal or professional work that has “affected a great number of lives.” IMA®, the association for accountants and financial professionals in business, is the first outside organization to sponsor the award.
American Marketing Association – Lifetime Achievement Award

Patrick E. Murphy, Department of Marketing and C.R. Smith Co-Director, Institute for Ethical Business Worldwide, received the Lifetime Achievement Award of the Marketing and Society Special Interest Group of the American Marketing Association. The award recognizes outstanding contributions in the field of marketing and society, public policy and marketing ethics. Murphy has spent much of his 35-year academic career researching and teaching in the area of ethical concerns in marketing, publishing research papers and books about sustainability and corporate social responsibility as far back as the 1970s.

IBM Smarter Planet Faculty Innovation Award

In 2011, a team of Mendoza College of Business professors won the IBM Smarter Planet Faculty Innovation Award with their proposal, “Foresight for a Smarter Planet: Toward the City Sustainable.” Suzanne Coshow, Chad Harms, and Samuel Miller teach the Foresight in Business and Society course for which IBM provides mentors to undergraduate student research teams. Criteria for the Smarter Cities Skills Award included a focus on steps that city leaders can take in transforming their municipalities to meet future needs in a more efficient way that has a positive impact on the lifestyle of their citizens. This includes such issues as the development of information technology in core city systems, becoming citizen-centric in provided services, and spurring creativity and knowledge-driven growth.

The Notre Dame proposal lays out a plan for a teaching module aimed at helping students utilize foresight skills – trend analysis, systems management and problem solving toward a “preferred” future – in such a way that the curriculum can be used by a broad array of disciplines. It combines these skills with IBM’s extensive online library and interactive city-planning game, CityOne, for a module that can either be used as a stand-alone course element, or could provide a framework for an entire course. The proposal calls for a team project that involves break-out groups focusing on different aspects of city planning, such as water, energy, transportation and housing. The teams research and develop plans centered on sustainability, utilizing various future scenarios. Their recommendations are then presented to the entire class, in order to
address systems overlap and impacts. Together, class members then articulate insights and ideas toward the “City Sustainable” – a new city structure that employs more efficient use of resources, better growth plans and more citizen engagement.

2010 Faculty Awards Highlights

Lilly Endowment Grant
In 2010, University of Notre Dame Management Professor Matt Bloom was awarded a five-year, $500,000 Lilly Endowment grant to study the notion of well-being at work among people in the caring professions. The project, “Flourishing in Ministry,” involves a longitudinal study of a group of Indiana clergy from 10 denominations and their families in order to discover what makes work life-enriching rather than a depleting experience. The Lilly Endowment is an Indianapolis-based, private philanthropic foundation created in 1937 by members of the Lilly family. The endowment exists to support the causes of religion, education and community development, with special emphasis on projects that benefit young people and promote leadership education and financial self-sufficiency in the nonprofit, charitable sector.

International Conference of the Decision Sciences Institute (DSI) – Best Paper Award
Sarv Devaraj, professor of management, and his co-author, Suvrat Dhanorkar, a 2010 graduate of the Notre Dame MBA program, received the 2010 “Best Environmental Issue Paper” award – one of four award categories, for “Do as I Say Not as I Do – An Empirical Examination of the Relationship between Corporate Sustainability Beliefs and Performance.” The paper examines whether companies walk the talk when it comes to sustainability initiatives and makes the surprising discovery that those that used sustainability keywords most often in their 10K reports had lower performance levels.
Alumni Relations

Emerging Market Trends Professional Development Event

Chicago-area alumi attended a free professional development event in 2011 that featured a talk by one of the world’s leading experts on developing markets: Nenad Pacek, founder of Vienna-based Global Success Advisors Ltd. And former research head at the Economist Group. During the Notre Dame Executive Education-sponsored event, Pacek gave advice for doing business in emerging markets in Asia, Latin America, Eastern Europe and other areas.

SustainU – Entrepreneurial Insights Session

In November 2011, Chris Yura, former Notre Dame football player and founder of SustainU, a company that makes blank garments in various colors that can then be finished with clients’ logos or other designs, gave a talk to students in the Entrepreneurial Insights course at Mendoza College of Business. SustainU, founded in 2009, makes contracts with surviving U.S. factories in the depressed former textile belt of the South to make T-shirts, polos, and hoodies from 100 percent recycled fiber. All SustainU products are made in America, so they save or create jobs, and are environmentally friendly.

“Foresight and Career Choice” – Dan Hesse, Sprint CEO

In October 2011, Dan Hesse, president and CEO of Sprint Nextel, spoke at the University of Notre Dame Mendoza College of Business. His talk, “Foresight and Career Choice,” was
sponsored by “Foresight in Business and Society,” a signature course of the Notre Dame MBA that examines future trends likely to impact the global community. Dan Hesse also spoke in 2010 regarding why business leaders must think about future trends, and the qualities he values in employees.

**Notre Dame Conversations on Leadership and Ethics**

Alumni of the 2010 EMBA program formed an ethics discussion group that meets monthly at the Notre Dame Chicago Commons. The Notre Dame Conversation on Leadership and Ethics group grew out of the Executive MBA students’ desire to continue the conversations they enjoyed in and out of class. Joseph A. Holt, Executive Ethics program director and concurrent instructor, has served as a moderator or conversation leader for most of the group’s sessions. The group tackles a different topic each quarter and suggested readings are posted online ahead of the meetings. The final meeting each quarter features a guest speaker or panel. In the first quarter of 2011, for example, the topic was ethics in mergers and acquisitions. Guests came from Kraft Foods, which had recently acquired Cadbury, PLC.

**Nenad Pacek, Global Success Advisors**

In 2011, Chicago-area alumni attended a free professional development event that featured a talk by one of the world’s leading experts on developing markets: Nenad Pacek, founder of Vienna-based Global Success Advisors, Ltd. And former research head at the Economist Group. During the Notre Dame Executive Education-sponsored event, Pacek gave advice for doing business in emerging markets in Asia, Latin-America, Eastern Europe and other areas.

**Corporate Partners**

**Executive Education Awards Banquet**

Executive Education at Mendoza College of Business holds its annual Awards Banquet to celebrate and honor its faculty, alumni, clients, and partners. The Executive Education Awards Banquet includes the Outstanding Leadership in Executive Education Award which recognizes
exemplary corporate leadership, as well as a commitment to executive education and the development of global leadership.

**Interterm Intensives – Deep Dive**

In the Fall and Spring Interterm Intensives, MBA students have a hands-on opportunity to apply, test, and extend their problem-solving skills on actual business problems presented by corporations, many of them Fortune 500 companies. Each Interterm Intensives includes deep dive live cases that address issues of corporate social responsibility and ethics. All first year students are required to enroll in a case competition, during the Fall Interterm session, that is focused on corporate social responsibility and ethics. One example of a CSR-related deep dive case from 2010 was the McDonald’s “Business Research, Decision Making and Communication Fundamentals: Corporate Social Responsibility at McDonald’s Corporation” course. Teams of MBA students tackled actual issues facing McDonald’s in 2010, such as sustainability in the supply chain, building “green” restaurants, and whether the company should have a Corporate Social Responsibility strategy for marketing and communications.

**Awards & Recognitions**

**Theodore M. Hesburgh Award for Business Ethics**

The Hesburgh Award for Business Ethics annually honors organizational leaders who integrate concerns for ethics and values in their business practices. Criteria for selecting the annual recipient include student-written support of chief executive officers who exemplify best practices.

- In 2010, the Hesburgh Award was presented to Armin Broger, a 1986 alumnus of the Notre Dame MBA and president of Levi Strauss, Europe, on behalf of his company, Levi Strauss & Co. and DuPont.
Strauss & Co. The apparel company Levi Strauss was nominated for the award for two areas of contribution. In 1991, Levi Strauss became the first multinational apparel company to extend a comprehensive code of conduct beyond its own facilities, to its suppliers to provide the individuals making their products worldwide with safe and healthy working conditions. In 2010, Levi Strauss became the first major retailer to include messaging encouraging consumers to donate used clothing on its product care tags.

➢ In 2011, the Hesburgh Award was presented to DuPont Corporation for its exemplary ethical, social, environmental and government practices. Ellen Kullman, DuPont chair and chief executive officer, was on hand to accept the award from Father Hesburgh, Notre Dame president emeritus. Some of DuPont’s accomplishments include being named among Fortune magazine’s “50 Most Admired Companies” in the world for 2010. Fortune rated DuPont as No. 1 in its industry in the categories of innovation, financial soundness, people management and social responsibility.

**EthicMark® Awards**

Co-sponsored by the University of Notre Dame’s Mendoza College of Business, Ethical Markets LLC, and the World Business Academy, the EthicMark® is “an emblem and annual award that recognizes outstanding marketing, advertising, and public relations campaigns and communications designed to uplift the human spirit and society.” The mission of the EthicMark Awards is “to foster a shift in the advertising field by demonstrating the power of media campaigns to further both the public interest and legitimate private interests.” The EthicMark® Award recognizes socially responsible media campaigns by businesses, nonprofit organizations or individuals, using either the traditional media — print, radio, and television — or the new media— Internet, cable and wireless communications. Individuals and organizations can nominate their own campaigns or those of others. [http://business.nd.edu/marketing/EthicMark_award](http://business.nd.edu/marketing/EthicMark_award)

**2011 EthicMark® Awards**

The 2011 EthicMark® Awards were awarded to Liberty Mutual by Hill Holiday and Nike Foundation by Wieden + Kennedy:
The winning submission in the for-profit category was “Responsibility: Doing the Right Thing,” created for Liberty Mutual by Hill Holliday, an ad that fosters discussion about what it means to do the right thing toward fellow human beings.

In the not-for-profit category, “The Girl Effect: The Clock is Ticking,” created for Nike Foundation by Wieden + Kennedy, for its potent message that “given the chance, 250 million adolescent girls in developing countries can unleash the world’s greatest untapped solution to poverty.”

2010 EthicMark® Awards
The 2010 EthicMark® Awards was awarded to Free Range Studios for The Story of Stuff Project, headquartered in Berkeley California for its effective messaging through simple facts and graphics. In just over eight minutes, viewers gained a quick education about how bottled water became a product success and environmental scourge all at once during the video, “The Story of Bottled Water.”

Catholic Charities USA – Centennial Awards
The Mendoza College and Thomas Harvey, the Luke McGuinness Director of Masters of Nonprofit Administration, both received Centennial Awards from Catholic Charities USA in 2010 as the charitable organization celebrated its 100th anniversary. The award recognized contributions to the reduction of poverty in the U.S. and extraordinary commitment to the vision and mission of Catholic Charities USA.

Harvey, a past CEO of Catholic Charities USA, was recognized for decades of leadership in local and national organizations committed to confronting the challenges of poverty. Mendoza’s medal recognized the College’s long relationship with Catholic Charities, from the “From Mission to Service” program, and for the College’s emphasis on ethics.
Lecture Series

Ten Years Hence Lecture Series

Ten Years Hence, a signature event of the Mendoza College of Business, explores issues, ideas and trends likely to affect business and society during the next decade. In 2011, the Ten Years Hence lecture series centered on the theme of “Business for the Common Good,” and featured seven lectures from scholars, executives from top companies and other experts involved in social responsibility and sustainability efforts. Speakers addressed the question of how businesses use or fail to use their power to impact poverty, education, energy, sustainability, and other societal issues in the global community. The 2010 Ten Years Hence lecture series focused on exploring “The Future of Capitalism” and examined the topic from a variety of perspectives, including those of experts in money management, retail, and media. 2010 TYH speakers included individuals such as John Mackey, chief executive officer of Whole Foods Market, who spoke on trends in conscious capitalism.

Donnelly Lecture Series in Participatory Management

The Donnelly Lecture Series brings experts in the area of participatory management to the University of Notre Dame to address students, faculty, and the general public. Inaugurated in 1988 by Father Edward A. Malloy, C.S.C., the series has featured a range of speakers from former professional athletes to corporate executives. In 2010, speakers included individuals such as Jay Flaherty III, the Chairman and Chief Executive Officer of HCP, Inc., an S&P 500 company focusing on properties serving the healthcare industry.
Energy Lecture Series


The Greater Good Lecture Series

In 2010, Mark Albion, author, social entrepreneur, former Harvard Business School professor and founder of Net Impact spoke to the Mendoza College MBA on Leadership for the Greater Good. Albion, whose latest book is More than Money: Questions Every MBA Needs to Answer, said success starts with asking the right question. In 2011, Dr. Mark Albion presented Leadership for the Greater Good, the 4th annual installment of The Greater Good Series, in the Mendoza College of Business at the University of Notre Dame. Albion’s talk, which was followed by a Q&A period, provided a great opportunity for Notre Dame MBAs to learn about the important work being done worldwide to impact business leadership for the greater good of the human community.

John A. Berges Lecture Series

The Berges Lecture Series is presented each fall by the Center for Ethics and Religious Values in Business and Institute for Ethical Business Worldwide. The series features senior executives speaking on their experiences of the ethical dimensions of business.

The 2010 lecture series centered on the topic of empowered business integrity and developing an ethical leadership culture. In 2011, one executive speaker, Shawn O’Grady, General Mills’ senior vice president and president of consumer foods sales, discussed how the measure of one’s
ethics is how you react when a situation goes against you, referring to the recent voluntary recall of General Mills products with no evidence of defects, abandonment of a health claim about one of its products that the FDA had approved, and buying up of a telephone sex line.

**Boardroom Insights Lecture Series**

Corporate leaders and senior executives choose current business issues to discuss during the fall series. In 2011, for example, Terry Cavanaugh, CEO of Erie Insurance Group and a 1976 graduate of the University of Notre Dame, shared about the importance of learning how to fail because failure is a great teacher in becoming a good executive.

**Entrepreneurial Insights Lecture Series**

Entrepreneurial Insights is a fall lecture series and course of the Gigot Center for Entrepreneurial Studies that features entrepreneurs, investors, innovators, and business leaders. They offer their experience and advice in areas critical to the creation of new ventures, the ongoing viability of existing business, economic growth and the betterment of society. In 2011, one lecture given by Fred Keller, founder, chair, president, and CEO of Cascade Engineering, and a leading proponent of the so-called “triple bottom line” approach to business, addressed how sustainability has become strategically important not only to his own company but to overcoming the daunting new economic reality facing the United States.

**Speaker Series & Panels**

**Hartman Land Conservation Financing Speaker Series**

Land conservation finance is the subject of a new speaker series offered by the University of Notre Dame’s Mendoza College of Business. The Hartman Series in Land Conservation Finance features experts in land conservation strategies, including a range of topics from conservation-oriented development practices and the for-profit conservation industry, to public capital, tax incentives and local initiatives aimed at land conservation. The Hartman Speaker Series on Land Conservation Financing, newly launched in Spring 2010, features discussions by conservation professionals on the methods of preserving important private lands. Topics include public capital for the financing of land conservation, tax incentives and public/private partnerships, private capital markets and their roll in conversation financing, local land conservation.
implementation, and the challenges of land use as we look to the future. Speakers in the Spring 2010 series included: Story Clark, Principal, Conservation Consulting; Kathy DeCoster, Vice President, The Trust for Public Land; and David Hutchison, Director, Opus Corporation Real Estate Program, University of Notre Dame.

**Mimesis and Peace through Commerce Panel**

The 2010 Meeting of the Colloquium on Violence and Religion, co-sponsored by numerous departments across Notre Dame campus, including Mendoza College of Business, included a panel discussion on “Mimesis and Peace through Commerce.” The panel included discussion around questions pertaining to mimetic behavior operative in today’s economy. Panelists considered the question of whether global financial markets are driven by an acquisitive, mimetic competition and whether real-world violence sometimes results from such competition. They also debated whether commerce results in violence or prosperity and peace as well as possible positive forms of mimesis in Third World countries, or even in economically depressed areas in the United States, that would increase the financial strength of businesses and thus employment, innovation, security, and peace.

**U.N. Global Leaders Summit and Plenary Panel**

In 2010, the U.N. Global Compact Leaders Summit issued a challenge to corporate leaders to place a central focus on sustainability as they plan operations in the next decade. Several representatives from the Mendoza College of Business at the University of Notre Dame participated in the summit. In addition, Carolyn Woo, former Martin J. Gillen Dean of Mendoza College of Business, served as the sole representative from higher education on the U.N. Leaders Summit plenary panel that introduced the results of a major sustainability study involving more than 700 CEOs of top multinational companies. The study, titled “A New Era of Sustainability: UN Global Compact-Accenture CEO Study 2010,” provided a look into whether business leaders
consider sustainability issues such as energy use and environmental impact as core to their operations, and how they expect these issues will shape the way they do business in the next decade.

**Events & Presentations**

**Bringing Clean Water to the World**

In 2010, the Gigot Center for Entrepreneurial studies hosted a presentation by Jason Gonzales, a serial entrepreneur and founder of AQUAVIDA, a Chicago-based international company that specializes in providing clean water to people in emergent nations. Gonzales spoke about his path to, and the founding of, AQUAVIDA, which drills fresh-water wells and forms partnerships with businesses, government agencies, churches, higher education, and citizens of the nations it serves to ensure that everyone has access to the basic human right of clean and safe water.

**Ethics Week**

Continuing its tradition since 1998, Mendoza College of Business holds its annual ETHICS WEEK, with the primary goal of encouraging the discussion of ethical matters in undergraduate and graduate courses within the college. Past sessions have included a wide range of topics and speakers, from abortion to accounting fraud, from Digger Phelps to Monk Malloy. 2011 marked the 14th annual ETHICS WEEK series and included:

- “Sustainability at the University of Notre Dame” – presented by Heather Christophersen, UND
- “Sustainability as the Central Theme of an Accounting Course” – presented by Professor Bill Nichols, Accountancy Department, UND
- “Sustainability in Marketing” – presented by Professor Pat Murphy, Marketing Department, UND
- “Sustainable Energy: A Wind Energy Primer – Profits and Politics?” – presented by Peter Dawes, President and CEO of Composotech Structures
**Microfinance Consultant Event**

In 2010, the Notre Dame Net Impact Club and Gigot Center for Entrepreneurial Studies co-sponsored a presentation titled: Microfinance -- over 3 decades later: What has it demonstrated and what questions does it raise around ethically providing financial services to the world’s poor? The presenter was Ms. Figueroa-Guzmán, who holds a Master’s in Public Affairs (MPA) from the Woodrow Wilson School of Public and International Affairs of Princeton University and is a microfinance consultant with 15 years of experience.

**Individual Speakers**

**Terry Keeley - Living Caritas (January 2011)**
Terry Keeley, senior managing principal, Sovereign Trends LLC, spoke at the Mendoza College and warned of a crisis of trust that has developed since the financial meltdown of 2008. In addition to distrust of financial markets, he said, polls show that only one in seven Americans believes U.S. authorities will do the right thing most of the time, a record low. The papal encyclical, he said, includes an urgent call for all people of good will to do whatever they can to restore trust in markets and institutions of government.

**Michael Miller - Acton Institute (March 2010)**
Michael Miller of the Acton Institute presented on Morality, Business and the Market Economy.

**Tom Ridge, President and CEO, Ridge Global LLC (September 2010)**
The Honorable Tom Ridge is the president and CEO of Ridge Global LLC. As the company’s chief executive, he leads a team of international experts that assists businesses and governments in addressing a range of needs throughout their organizations. Issues including risk management and global trade security, strategic business generation, technology integration, event security, crisis management and campus security and others encompass a diverse portfolio. Following the tragic events of Sept. 11, 2001, Tom Ridge became the first Assistant to the President for Homeland Security and, in January 2003, became the first Secretary of the U.S. Department of Homeland Security.
**Eileen Botting - Gender and Professionalism (September 2010)**
The Women’s MBA Club, a National Association of Women MBAs chapter, hosted Eileen Botting. Botting, an associate professor of political science, University of Notre Dame addressed gender and professionalism issues.

**Bart Chilton – Fighting Futures (November 2010)**
Bart Chilton, Commissioner for the Commodity Futures Trading Commission (CFTC), described provisions of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which, among other things, grants Chilton’s commission a mandate to limit how much of the market a single trader can control. The restrictions were scheduled to take effect in energy and metals markets starting in January followed by agricultural commodities in mid-April 2011. He mentioned that some futures-market investors are resisting the impending rule changes and requesting exemptions or delays in the law’s implementation. Chilton’s visit was sponsored by Mendoza’s Center for the Study of Financial Regulation, which was created to encourage rigorous study of the economics of financial regulation.

**Conferences**

**Conference on Behavioral Business Ethics Ideas on an Emerging Field**

In May 2010, the Institute for Ethical Business Worldwide at Mendoza College of Business joined forces with Erasmus Centre of Behavioural Ethics from Rotterdam School of Management at Erasmus University to co-sponsor the Conference on Behavioral Business Ethics Ideas on an Emerging Field. The conference featured prominent scholars within the behavioral ethics field who spoke on the topic of behavioral business ethics, including what behavioral ethics means to them, what it includes, what the field could look like, what is new by including “behavioral” in the field of ethics and morality, and what benefits organizations and management could arise with such a focus. The conference also hosted its sixth annual
“Excellence in Ethics: Dissertation Proposal Competition,” sponsored by the Institute for Ethical Business Worldwide. Scholars from five universities presented their research into various topics related to behavioral business ethics, including whistle-blowing, interpersonal forgiveness, and the responsibility dilemma of taking credit and blame in organizations.


In 2011, Mendoza College of Business, under the leadership of Rev. Oliver Williams, C.S.C., director of Notre Dame’s Center for Ethics and Religious Values in Business, and the U. N. Principles for Responsible Management Education (PRME) convened “The U.N. Millennium Development Goals, The Global Compact, and The Common Good” conference on Notre Dame campus. The U.N. Millennium Development Goals served as the main subject of the conference, which brought together academic scholars, executives from top companies, government officials, and U.N. representatives to discuss the practical as well as conceptual issues involved in world poverty.

Conference on Current Topics in Market Regulation

The annual Conference on Current Topics in Market Regulation is sponsored by the Center for the Study of Financial Regulation at Mendoza College of Business and brings together academics, regulators, and industry professionals to promote sound economic analysis of current and proposed financial regulation. In 2011, conference topics included the Flash Crash and high-frequency trading, credit rating bias, and possible reporting manipulation by hedge funds. The 2010 conference brought together SEC economics, research faculty, and baking experts to discuss the issues at the forefront of public debate, including credit default swaps and short selling.
Outreach

U.S. Conference of Catholic Bishops (USCCB) Solidarity Initiative

In response to a 2008 request from the U.S. Conference of Catholic Bishops (USCCB) for help in reaching out to the African Church, a leadership team from the University of Notre Dame traveled in June 2010 to Kampala, Uganda to assist in the USCCB effort called Solidarity Initiative. Members of the team from Mendoza College of Business included Carolyn Y. Woo, former dean of the college, Thomas Harvey, the Luke McGuinness Director of Nonprofit Professional Development, and Robert Dowd, C.S.C., assistant professor of political science. As part of the initiative, the team conducted the Needs Assessment Planning Workshop in order to help the African Church leaders set priorities for education and training programs. Other workshop sponsors, in addition to Notre Dame, included Catholic Relief Services (CRS) and the Uganda Martyrs University.

Summer 2010 Outreach

In summer 2010, from Uganda to Shanghai, New York, Hong Kong and Australia, the former Martin J. Gillen Dean of the Mendoza College of Business, Carolyn Y. Woo, spoke with more than a dozen business and alumni groups about a topic she found increasingly urgent in shaping the global marketplace: business ethics. Woo, who has traveled extensively to some of the world’s most troublesome hot spots, including Afghanistan and Pakistan, often works with the United Nations and other NGOs, such as the nonprofit Catholic Relief Services, to study and work with groups involved with social responsibility efforts.

- During her visit to Uganda in June, Woo helped to conduct a needs-assessment workshop for a group of 40 African pastors and religious leaders from eight countries of Eastern Africa; namely, Eritrea, Ethiopia, Kenya, Malawi, Sudan, Tanzania, Uganda and Zambia. The workshop, part of a U.S. Conference of Catholic Bishops (USCCB), was intended to help the leaders develop better human and resource management skills in an effort to meet the increasingly complex demands of their congregations as they faced HIV/AIDS, violence and the rise of radical Islam.
During her visit to Shanghai, she addressed deans of Chinese business schools on innovation in curriculum pertaining to ethics and corporate social responsibility. In Hong Kong, Woo’s itinerary included a talk to the business leaders associated with the American Chamber of Commerce about the varying perspectives of business ethics in the West and in China.

On June 21-22, Woo served on the Blue Ribbon Panel convened by Junior Achievement and accountancy firm Deloitte relating to ethics curriculum for JA participants. On June 24, the business dean participated in the United Nations Global Compact Leaders Summit 2010 convened by UN Secretary-General Ban Ki-moon.

**PRME-Related Key Objectives for the Next 24 Months**

- Continue to build ethics-related curriculum offerings for all programs within the College
- Offer more and a greater variety of conferences and training workshops for staff, faculty, and students
- Support faculty in research opportunities and efforts that focus on PRME principles related themes

**Desired Support from PRME Community**

- A complete list of PRME signatories with contact information for the respective PRME contact
- Training workshops for faculty, directors, and program managers to become better equipped with skill sets and tools to develop effective programs that advance the PRME principles
- Increase publishing opportunities for research related to PRME principles in top-tier journals