UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

PROGRESS REPORT

2015
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May 2015

The Samuel Curtis Johnson Graduate School of Management at Cornell University continues to support the objectives of the UN Principles for Responsible Management. Johnson’s curriculum builds on the vision of its namesake, the founder of S. C. Johnson & Son, Inc., who according to his great grandson, Sam Johnson, “held the notion that business should put back something into the communities in which they are located. He also believed that a corporation should give back something to the broader group of consumers for which it has earned profits. Providing jobs in a community, he stated, while certainly important, is simply not enough.”

Johnson has taken that to heart and has developed innovative programming to develop globally responsible business leaders who have the leadership skills to address environmental and social issues through business innovation and entrepreneurship. This begins during orientation when students participate in a complex leadership case that challenges them to understand the impact sustainability issues have on business decisions; it continues throughout their time at Johnson providing numerous opportunities to engage in meaningful performance learning projects and initiatives; and has become the foundation of our award-winning curriculum, the Sustainable Global Enterprise Immersion (SGE Immersion) which provides residential students the chance to participate in an intense, hands-on semester of integrated course work and sponsored-projects.

Through cutting-edge research, pioneering curriculum, and novel partnerships, we are committed to ensuring we develop students to their full, unique potential and have a positive impact on business and society. As you will read in the following report, the Johnson family values and ideas have shaped many of the programs and initiatives that helped transform the school into one of the world’s top business schools. Looking forward, as Johnson grows its non-residential programs we will continue to infuse these values and integrate the PRME principles throughout all our programs.

Warmest regards,

Professor Soumitra Dutta
Anne and Elmer Lindseth Dean and Professor of Management
Samuel Curtis Johnson Graduate School of Management
SD/mt
About Johnson

The Samuel Curtis Johnson Graduate School of Management is named after the original founder of S. C. Johnson & Son, Inc. under the generosity of his great, grandson, Sam Johnson who passed away in 2004. Sam himself epitomized the type of leader Johnson aspires to produce: a truly transformational leader who leaves his mark on the world of business. When Sam Johnson took over the helm of family-owned S. C. Johnson & Son, Inc. in 1966, the company had annual sales of about $171 million; today, the Johnson Family Enterprises generate annual sales of more than $11 billion.

A legendary leader, Sam Johnson was widely recognized for making the business world a better place. He was a founding member of the World Business Council for Sustainable Development, and was appointed by President Clinton to the U.S. President’s Council on Sustainable Development in 1993. He received a Lifetime Environmental Award from the United Nations Environmental Programme and was inducted into the U.S. National Business Hall of Fame.

At Johnson, Sam’s legacy endures. He and the Johnson family are an integral part of our identity; their values and ideas shaped many of the programs and initiatives that helped transform the school - from three endowed professorships, to the $7.5 million to support Johnson’s program in sustainable business.

Johnson’s location, at the heart of the largest and most diverse Ivy League University, offers its students endless opportunities to connect with all that Cornell offers while pursuing their MBA degrees. Johnson’s programs are kept deliberately small so that students can build close bonds, collaborate intensively with one another, and learn strong teamwork and leadership skills. The supportive culture of Johnson that exists within our residential and Executive MBA classrooms also gives students the freedom and support to test out new ideas and approaches in encouraging environments. Johnson graduates emerge with demonstrable leadership skills that make them highly valuable and celebrated by top organizations around the world.

Our world-class faculty bring the results of its research into the classroom—new knowledge that our students can apply to real business problems and situations through immersions, projects, and on the job experiences. This unique combination of theory and practice allows our students to hone their business knowledge and acumen to become leaders who can craft realistic, yet creative solutions. The curricula in all of our programs ensure that our students have the flexible skills for today’s ever-changing business environment, while providing them ample opportunities to focus on their specific career interests.

Johnson has the ability to extract the best from the best. We are committed to continually challenge what we do and how we do it so we can remain a distinctive premier global business school and ensure that in today’s ever dynamic world of business and socioeconomic unknowns, our students are prepared to lead and solve complex global problems.
About the Center for Sustainable Global Enterprise

Global Strategic Leadership for Today and Tomorrow: An innovative approach to sustainability

Established in 2003 through the generosity of Sam Johnson, Johnson’s Center for Sustainable Global Enterprise is a world-class academic institution producing and disseminating relevant knowledge for managers seeking innovative, profitable business opportunities, which address global sustainability challenges and help transform the impacts of private enterprise on the world.

The Center is focused on revenue generating activities associated with addressing global social and environmental issues through innovation and entrepreneurship. This includes market and enterprise creation, technology commercialization, and financing mechanisms that ultimately address social and environmental challenges through new products, services, and business models.

Through its programs and activities, the Center cultivates managers and business leaders who seek competitive advantage through sustainable global strategies.

Applied Research

A global leader in pioneering new approaches to business model creation, the Center actively pursues funded research opportunities geared toward the development of crucial new managerial skills and capabilities to address environmental and social issues. Its expertise lies in identifying revolutionary processes and techniques for the commercialization of next-generation, clean technologies, and business-led solutions to global poverty.

Programs

The Center develops innovative programs and projects for diverse companies and organizations around the world. This can include short engagements focused on a discrete organizational challenge identified by the sponsoring organization or it can be a long-term collaboration in the form of a consortium focused on environmental or social issues relevant to today’s marketplace. With a growing global network of partners, programs span companies, NGOs, multilateral organizations, government entities, and entrepreneurs; resulting in cutting-edge research relevant to students and managers alike.

The Center applies rigorous management science to develop objective insights that are both practical and operational. Depending on the nature of the program the Center will engage faculty, staff and/or students from our globally distinguished MBA program. Organizations receive fresh perspectives and thoughtful recommendations based on business fundamentals.

Students

Through Johnson’s innovative curriculum and extracurricular programming, we cultivate business leaders who seek competitive advantage through sustainable global strategies. The award winning Sustainable Global Enterprise (SGE) Immersion program emphasizes rigor and applied learning, and is designed to cater to the breadth of student interest in the business + sustainability domain. Through real-world, hands-on company sponsored projects, SGE students develop a deep theoretical and practical understanding of a complex set of interrelated economic, social and environmental issues. The Johnson SGE experience allows students to cultivate the leadership and strategic skills necessary to successfully lead organizations in the 21st century.
Cornell’s Commitment to Sustainability

As a world leader in sustainability, Cornell University is a committed steward of the Earth and its people. From innovation to public engagement, Cornellians are balancing today’s economic, environmental, and social issues with related needs of the future. It is a tremendous interdisciplinary challenge, which Cornell is uniquely positioned to address through research, education, public engagement, and campus operations. Cornell University is a premier hub for sustainability research.

Through the establishment of the Atkinson Center for a Sustainable Future (ACSF), Cornell has significantly enhanced its efforts and commitment to the three pillars of sustainability – energy, environment and economic development. Moreover, ACSF’s Academic Venture Fund (AVF) has been created, serving as an incubator to support multi-disciplinary research on sustainability that is often novel, risky, involve teams working together and engages external partners in industry, government, and nongovernmental organizations.

In the 2010-2015 Cornell Strategic Plan, the University called for sustainability to be a guiding principle in all campus operations and specifically for the implementation of the Climate Action Plan and Comprehensive Master Plan. The achievement of these efforts continues to be advanced through participation and innovation from all areas of the University including student organizations, staff green teams, research and curricular focus, as well as through the sustainability assembly and committee teams. Among the committees, is the President’s Sustainable Campus Committee that has a sustainability focus in ten key areas: buildings, climate, energy, food, land, people, purchasing, transportation, waste and water.

Also key is the Campus Sustainability Office that has been at the core of engaging and equipping various partners towards catalyzing sustainability transformations on-campus.

The University has also participated in various sustainability surveys including the Sustainability Tracking, Assessment and Rating System (STARS), which is a self-reporting framework for colleges and universities to measure their sustainability efforts. In 2013, the University ranked #5 in Sierra Club Cool Schools and was among 24 schools on the Princeton Green Honor Roll from a listing of 332 schools.

Cornell’s Sustainable Campus initiative is a living laboratory for sustainability innovation supporting research and practical application of knowledge towards achieving a sustainable campus. It includes the Campus Sustainability Office that empowers, equips and engages diverse partners to catalyze a sustainable campus transformation. One of the key achievements is the Climate Action Plan (CAP) that was developed in 2009 by faculty and students, focused on greening the campus and moving towards low carbon emissions. Since 2008, broad actions have reduced gross emissions by nearly 32%. The focus remains to move towards having the university as a carbon neutral campus.
**Principle I: 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.*

Cornell University aspires to be widely recognized as a top-ten research university in the world, and a model university for the interweaving of liberal education and fundamental knowledge with practical education and impact on societal and world problems. Moreover, as a land grant institution, Cornell has a deep commitment to public service fostering a culture where students are inspired to become active citizens and to tackle critical challenges.

As a general management school within Cornell, the Johnson Graduate School of Management recognizes the value of our students as future leaders and helps prepare them for success so that they may realize their full, unique potential and have a positive impact on business and society. The PRME principles are naturally embedded in the core of the school’s mission which emphasizes performance learning, cutting-edge research, an intense collaborative community, and Cornell connections to empower and engage MBA students within their community and workplace.

The focus of many of Johnson’s programs both curricular and extracurricular is to provide an avenue for students to excel and to eventually transition into the world as influencers of sustainable change. The University provides opportunity and full support for students to lead and initiate ground-breaking ideas through diverse student-led initiatives, programs and clubs that cut across and champion diverse sectors, issues and interests.

At the core of these efforts are opportunities to put into action and practice skills gained; facilitate exchange of ideas; build and provide resources around diverse focus areas; develop networks and engage partners both within and out of Cornell; and create opportunities for a broad range of students, connections to alumni and an enriching faculty focus.

There are a remarkable range of leadership opportunities available on campus with the 70+ Johnson student organizations, Cornell University activities, and external organizations. Taking a leadership position in one of these organizations provides students the chance to explore different leadership styles and strategies and the opportunity to leave a lasting impact on the school. For a complete list of student led clubs and organizations see Appendix I.
Sustainable Global Enterprise Club, Johnson’s Net Impact chapter, empowers future leaders to integrate social and environmental sustainability into business and to advance the professional development of students interested in sustainability-related careers.

The Johnson Board Fellowship is a leadership and service program for MBAs to serve on the boards of local non-profits.

Community Impact is a student organization at Johnson committed to strengthening community, both within Cornell and beyond, through volunteering, understanding, and learning from the relationships with the for-profit, non-profit, and public sectors, and promoting socially responsible business.

The Johnson Energy Club is comprised of highly motivated students who are passionate about making an impact in the energy industry. The interests of the club span both conventional and renewable energy, and are spread across various functional areas including but not limited to: sales & trading, managerial finance, consulting, investment banking, marketing, and entrepreneurship.

The Women’s Management Council sponsors efforts that increase enrollment of women within the Johnson School, and also influences, promotes and supports women in business.

The Ethics Action Group seeks to strengthen the understanding of, commitment to, and integration of integrity, respect, mutual trust and ethical practices into everything we do throughout Johnson, Cornell and our future careers.
Principle II: 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.

The value of global social responsibility is embedded in the essence of academic activities and curricula at Johnson. The school’s namesake, Samuel Curtis Johnson (1833-1919) the founder of S. C. Johnson, Inc., believed that a corporation should give back to the community beyond simply providing jobs. His great-grandson, Sam Johnson, followed in his footsteps and epitomized the type of leader Johnson aspires to produce: a truly transformational leader who leaves his mark on the world of business. Sam’s legacy endures. He and the Johnson family are an integral part of the school’s identity; their values and ideas shaped many of the programs and initiatives that helped transform the school including the vision and financial support to establish the Center for Sustainable Global Enterprise in 2004.

The need to foster critical thinking, build a global mindset and develop leadership skills are all critical to understanding the complexity of sustainability and business issues. The academic focus at Johnson reflects that through a mix of leadership development, international business courses, and sustainable global enterprise programming. The curriculum at Johnson utilizes a multi-faceted approach that takes advantage of innovative classes and international experiences while leveraging the expertise of the school’s centers and institutes such as the Center for Sustainable Global Enterprise and the Emerging Markets Institute. See Appendix II for complete list of relevant centers and institutes.

Johnson offers numerous classes that reflect the principles of responsible management education on topics as diverse as critical thinking and social entrepreneurship to disruptive technologies and strategies for sustainability. In addition, MBA students have the option to take classes not only at the business school but also across campus in the nearly 100 academic departments, taking advantage of classes such as Non-Profit Finance, Management and Leadership; Seminar on Climate Change Science, Impacts, and Mitigation; and Biofuels: The Economic and Environmental Interactions. For a list of relevant courses see Appendix III.

HIGHLIGHTS

Leadership Case Competition
Starting in 2013 all residential MBA students gained exposure to business and sustainability issues during orientation when they participate in Johnson’s leadership case competition. Developed by the Center for Sustainable Global Enterprise, each year the case challenges students to provide recommendations to a multinational interested in establishing a new business opportunity in developing countries. This provides all students quick exposure to how complex sustainability issues can link to new revenue opportunities.
HIGHLIGHTS

Green Revolving Fund
In spring 2014 Johnson’s Center for Sustainable Global Enterprise announced the launch of the Cornell Green Revolving Fund (GRF) which helps enhance energy conservation efforts on campus while providing educational opportunities to Cornell students interested in learning more about energy efficiency. The fund provides low interest loans to colleges and departments across campus for investments in energy efficiency technology upgrades that yield significant financial returns. Started by a group of students as Energy Corps, the GRF evolved into a class in fall 2014 in which undergraduate and graduate students manage the fund while learning about energy efficiency, technology commercialization and adoption, leadership and other management skills.

Finance & Sustainable Global Enterprise Colloquium
Finance + Sustainable Global Enterprise Colloquium is meant to provide students the opportunity to hear in-depth presentations in interactive sessions with leaders from the private, public, or non-profit sectors, who are on the cutting edge of the finance-sustainability domain. The class leverages connections from the Center for Sustainable Global Enterprise and faculty active in the finance industry. Session structures vary in format and include lectures, living case studies, panel discussions, and moderated Q&A. The instructor strives for representation from a variety of areas, including public and private equity, investment banking, and managerial finance. Content spans environmental finance, impact investing, socially responsible investing, capital budgeting, project financing, and other areas relevant to the sustainable global enterprise space.

Leaders in Sustainable Global Enterprise
Leaders in Sustainable Global Enterprise provides students the opportunity to hear in-depth presentations from private, public, or non-profit leaders, who are on the cutting edge of the business-sustainability domain. Session structures vary in format and include lectures, living case studies, panel discussions, moderated Q&A, etc. The course exposes students to a diverse array of business-sustainability topics and issues facing today’s leaders; as well as the actions those leaders are taking to ensure the competitiveness of their organizations in the marketplace.

The Art of Innovation: A Design Thinking Experience
This hands-on course prepares students to be future innovators by teaching human-centered design methodology known as “Design Thinking.” As part of a cross-disciplinary team, students are immersed in the entire design thinking cycle: empathize, define, ideate, prototype and test. Students work on challenges provided by sponsors including at least one project with an emphasis on social impact.

Leadership Expeditions
Leadership Expeditions are a chance to leave Ithaca and dig in to leadership development. Expeditions are designed to give students the opportunity to go through the Johnson leadership learning cycle of instruction, experience, and multiple reviews in an intensive, condensed time frame. Expedition options include an annual, 10-day expedition to Patagonia, Chile, where students test and enhance their leadership skills in an unpredictable, challenging, and dynamic wilderness environment; or an intensive training session at the United States Marine Corps Base Quantico in Quantico, Virginia.
Principle III: Method

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

The world continues to be faced with numerous complex challenges. This has had an impact on the business landscape as a whole and as a result has influenced business school curriculum. No longer is it sufficient for students to simply execute a specified task, it is critical for them to lead in multifaceted, global situations. The educational frameworks, materials, processes and environments that Johnson uses are focused on imparting high levels skills, insights and an ability to develop innovative solutions to complex problems.

In recent years Johnson’s sustainable global enterprise curriculum has been ranked as one of the top sustainability programs among business schools world-wide, thanks in part to the work of the Center for Sustainable Global Enterprise, high quality classroom instruction, access to real-world business experiences and the structure of the MBA curriculum.

The MBA program at Johnson emphasizes performance learning which integrates learning with doing to help students compete better and succeed more, today and tomorrow. A key aspect of performance learning is student participation in team-based projects requiring them to utilize business leadership skills and critical thinking techniques they’ve learned in the classroom to produce measurable results for real companies. For example the Citi-sponsored Integrative Case Competition provides a capstone experience challenging students to use the business, analytic, and leadership skills they’ve learned in the first semester to solve complex business problems and present their recommendations to a panel of judges.

Performance learning extends beyond the traditional classroom setting to student run entities that have emerged such as The Cayuga Fund, one of the largest student-managed hedge funds for students pursuing investment management careers. Other performance learning opportunities have been established through student-led initiatives including BR Ventures which invests in early-stage companies; BR Consulting, a student-run consulting firm that serves businesses, non-profit organizations and entrepreneurs; and BR MicroEnterprise which spurs microenterprise development in the local community by working with promising, but underserved entrepreneurs, to help them reach their business goals.

Johnson’s enhanced curriculum is designed to teach core business fundamentals during the first semester so students can move quickly into their specialized area of interest in an immersive learning experience during the second semester. As a result, students gain valuable hands-on experience sooner, spending more time working on real business projects and challenges, custom-tailored to fit each student’s goals and background.

Johnson’s Immersion learning is an intense, hands-on semester of integrated course and field work in a specific industry or career interest. The immersion experience combines cutting-edge course work, coaching by leading practitioners and problem solving under actual business conditions. The expected outcomes/benefits include concentrated, applied knowledge in a chosen field, networking with premier companies, faculty, and practitioners, and problem-solving experience in real-life situations.

In addition to the specialty areas that one would expect to find in a business school, such as investment banking and brand management, Johnson also offers an immersion in sustainable
global enterprise (SGE), one of the most popular immersions at Johnson. The SGE Immersion cultivates and trains the next generation of business leaders to seek competitive advantage through innovative, global business strategies that take into consideration society and the natural environment.

**Fellows Programs**

In 2011 Johnson launched several Fellows Programs which provide aspiring MBA students the opportunity to develop a specialized set of skills and expertise that they can leverage in their future career. Each fellows program is designed with unique learning objectives and valuable experiences for responsible leadership and brings together MBA students with common interests that transcend the traditional functional areas of study which are found in the core curriculum. Specific fellows programs are described below.

**The Environmental Finance and Impact Investing (EFII) Fellows** program aims to train Johnson students for emerging opportunities at the intersection of sustainability and finance, including project finance that addresses climate change, ecosystem services, and poverty alleviation. Through a series of courses, coupled with applied projects, EFII Fellows are trained to invest in, manage, or regulate businesses or projects seeking financial, environmental, and/or social goals. Fellows gain experience in a range of topics, including finance and analytics, markets and regulation, science and technology, and sustainability. In addition, they are required to engage in professional learning opportunities that include internships and hands-on, applied projects with investors, industry, government, and the NGO community.

**The Emerging Markets Institute (EMI) Fellows** program offers an enriching experience for MBA students to engage in coursework, study trips, international exchanges, and creative projects that help broaden their perspective on leading global business trends. In particular it helps shape the perspectives and prepares students who are pursuing a career in emerging markets. It’s a platform for EMI students to engage and become informed about the future direction of world affairs.

**The Entrepreneurship and Innovation (EII) Fellows** program fosters knowledge and networking for students who desire deep and broad exposure to entrepreneurship and innovation. The program consists of coursework, outreach, and a capstone project.

**The Johnson Leadership Fellows (JLF)** program is an experiential leadership opportunity for second-year MBA students in the full-time residential program. Johnson Leadership Fellows are assigned core teams of first-year MBA students whom they coach, mentor, and advise throughout the fall core curriculum. In this capacity, they play a vital role in first-year students’ initial business school experience and in their leadership development.

Responsibilities include guiding core teams through the process of refining their team contracts; providing feedback to team members on their leadership efforts; guiding teams through self-assessment and a live debrief; mediating conflicts as they arise; and acting as an ongoing source of information and support. As a part of their responsibilities, Johnson Leadership Fellows also take a course in advanced leadership and coaching skills which provides a confidential environment in which to process the specific challenges that arise when working with the core teams.
HIGHLIGHTS

SGE Immersion

Named a grand prize winner in the D. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula, the Sustainable Global Enterprise (SGE) Immersion prepares Johnson students and selected Cornell graduate students from other disciplines for careers in the business and sustainability domain. For the past ten years, the program has provided students with a breadth and depth of knowledge related to the broad impact social and environmental issues present to firms across numerous industries. Throughout the semester, students work on multidisciplinary teams on company-sponsored projects that challenge them to solve real problems currently faced by companies. SGE students are expected to provide practical, operational solutions and require competency in all management areas, including economics, finance, marketing, accounting, and operations. Project sponsors range from multinational corporations, to non-governmental organizations, to startups.

Big Red MicroEnterprise

The first of its kind, Big Red MicroEnterprise (BRM) is a student-led learning experience that spurs microenterprise development by assisting self-employed individuals reach their business goals. Launched in January of 2009, BRM seeks to meet a critical need by working with promising, but underserved entrepreneurs in the local community. BRM partners with Alternatives Federal Credit Union (Alternatives), a leading community development credit union, and the Center for Sustainable Global Enterprise (Center) to support microbusiness owners. By offering targeted business assistance including coaching and loans to entrepreneurs, the credit union is able to contribute to the local community, and support inclusive wealth creation and economic development.
Principle IV: 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.

Research forms the backbone of Cornell’s everyday learning and discovery. It is what informs the University, its schools and colleges and guides in the development of learning frameworks. Whether it is in the lab, in the field, or in the office, it is research that translates discovery into meaningful and measurable impact. Johnson researchers consistently publish cutting-edge research in top-tier journals on issues such as environmental management, ethics, corporate governance, base of the pyramid, and corporate social responsibility. For a complete list of recent publications see Appendix IV.

The importance of applied research within the academic setting is further reflected in the number of research centers and institutes present within the University that lead the discovery on a diverse range of issues on different sectors. Centers provide a mechanism for focusing applied research directly on solving problems facing companies and other organizations that are in line with the school’s strategic objectives to produce intellectual capital, innovative programs, increase our global footprint and develop more robust connections outside the school. This allows Johnson to not only publish in academic, peer reviewed A-journals, but also in journal, newspapers, and other media outlet that speak directly to practitioners. For a complete list of relevant Centers and Institutes please see Appendix II.

Moreover, centers and institutes can provide a valuable link to research opportunities by assembling multidisciplinary research teams and accessing resources through grants that might not otherwise be available to individual researchers. At Johnson, the Center for Sustainable Global Enterprise has been the lead on a number of research projects in which they brought expertise in applied management science to a broad array of questions – from technology commercialization to livelihood development where it touches the business and sustainability domain.
Glen Dowell researches firms' interactions with their natural, institutional, and competitive environments. Recent projects have explored how CEO educational background affects the firm's responses to institutional pressures, the effect of environmental performance on acquisition probabilities and outcomes, and the influence of behavioral and institutional factors on adoption of energy saving initiatives. Glen is on the board of the Alliance for Research on Corporate Sustainability, and serves on the editorial boards of Organization Science, Administrative Science Quarterly, and Strategic Management Journal.

Chris Marquis’ current research is focused on how business can have a positive impact on society and in particular how historical processes and community relations have shaped firms' and entrepreneurs' social strategies and activities. He is currently pursuing several streams of research. The first seeks to assess how organizations can be designed to maximize both business and social value. The second explores how environmental sustainability initiatives have developed in China.

Chris’ research has won a number of national awards including the 2006 William H. Newman Award for best dissertation across the entire Academy of Management, the 2006 Louis R. Pondy award for best dissertation in organizational theory from the Academy of Management. He was a finalist for the 2010 Aspen Institute Faculty Pioneer Award, a runner-up in the Academy of Management’s Best Published Paper in Organization and Management Theory in 2009 and a finalist in the 2004 INFORMS/Organization Science Dissertation Proposal Competition.

Mark Milstein conducts applied research and oversees the Center for Sustainable Global Enterprises’ work on market and enterprise creation; business development; clean technology commercialization; and sustainable finance. Mark specializes in framing the world’s social and environmental challenges as unmet market needs which can be addressed effectively by the private sector through innovation and entrepreneurship, thereby allowing companies to achieve financial success by creatively addressing problems such as climate change, ecosystem degradation, and poverty.

He has received funding from the National Science Foundation, the Bill & Melinda Gates Foundation, the S.C. Johnson Foundation, SEvEN, the World Bank, the University of Queensland, and the Water Resources Institute. He has also worked with more than 65 firms across a range of industries, including renewable energy and carbon markets, life sciences and sustainable agriculture, consumables, food and nutrition, health care and hospitality management, as well as finance and international development.

Erik Simanis is an applied researcher who focuses on advancing innovation and business development strategies for commercializing new product categories, particularly in emerging markets. Erik has led and consulted to new business ventures in India, Africa, Mexico, the former Soviet Union, and the U.S. In the past he held management positions in the wood products and transportation industries. His recent work is published in the *Harvard Business Review*, *The Wall Street Journal*, *Sloan Management Review*, and the journal *Innovations*. 
HIGHLIGHTS

Select Research Grants

Capturing Coral Reef & Related Ecosystem Services (CCRES)

**Funders:** The Global Environment Facility (GEF) via an investment administered by the World Bank, and the University of Queensland.

The Center was named as a lead partner in an international research effort to improve links between marine ecosystems and local economies in the Philippines and Indonesia. Working with colleagues from Australia, the UK, the US, the Philippines, and Indonesia the Center oversees $2.3 million of funding which is dedicated to supporting the development of tools that promote improved decision-making processes between the public, private, and non-profit sectors and nurture long-term economic opportunities that relate to marine assets, such as seagrass beds, mangroves and coral reefs.

Water and Economic Development in the Hudson and Mohawk Watersheds

**Funders:** New York State Water Resources Institute and New York State Hudson River Estuary Program

The Center received two consecutive grants to explore the ties between water availability and economic development and how these connections can be used to enhance growth, particularly through entrepreneurial activity, throughout the Hudson and Mohawk Watersheds in New York. Engaging business leaders, policy makers and economic development professionals, the initial study examined the feasibility of marketing the region’s water resources in an era of increasing global water scarcity. It also analyzed the potential development of a water technology cluster to leverage the region’s technology strengths in the $500 billion water market. The second phase of research focused on the potential creation of a regional water technology hub as well as opportunities to develop tourism through improved management of upstate water assets.

Larva Meal Commercialization

**Funders:** Atkinson Center for a Sustainable Future

Mark Milstein, director of the Center for Sustainable Global Enterprise, together with colleagues Vimal Selvaraj (Animal Science), Jan Nyrop (Entomology), and Patricia Johnson (Animal Science) received a $125,000 Academic Venture Fund (AVF) grant from the Atkinson Center for a Sustainable Future to develop and evaluate the commercial potential of using dairy manure as a nursery for fly larvae. The larvae biodegrades the manure, reducing mass and excess nutrients so that it can be safely sold as organic compost. The harvested larvae can be ground into larva meal—a high-protein food source for animals that substitutes for fishmeal and human food grains.
Principle V: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

The Johnson Graduate School of Management and the University as a whole is one that has earned great reputation in the forging of meaningful partnerships for the good of the larger community within and outside of the University. As highlighted in some of the earlier principles, the rubric of the University’s activities for students, faculty and staff is often tied in to its engagement with partners. The nature of the curricula relies on partners within and out of Cornell to deliver the depth of learning and experiences that the University seeks to adhere to.

Executive-in-residence and professional fellows bring experts in the field to the school providing students with easy access to their expertise. In 2013 the Center for Sustainable Global Enterprise welcomed its inaugural professional fellows to help identify research and project opportunities within their respective areas of expertise, support students, and expand the Center’s network.

Partnerships enable students the opportunity for meaningful internships, study trips, exchanges and access to meaningful job placement. It is through various partnerships with companies, NGOs, multilateral organizations, government entities, and entrepreneurs that Johnson is able to develop innovative programs and projects adhering to PRME principles which provide hands-on practical learning for the students with diverse companies and organizations around the world. Over the past ten years, more than 275 graduate students in multidisciplinary teams have completed 84 short-term sponsored projects with 65 different firms through the Center for Sustainable Global Enterprise’s sponsored projects program. Organizations can explore new opportunities at the crux of business and sustainability such as the creation of new markets or technology commercialization.

Moreover, longer-term partnerships with external partners provide Johnson researchers access to unique research opportunities. This allows them to engage in innovative, in-field programming and experimentation allowing them to design practical solutions to business challenges that impact environmental or social issues. For a complete list of sponsored projects you can visit our website www.johnson.cornell.edu/SGE under Programs.
HIGHLIGHTS

Professional Fellow
Sanjay Behuria has extensive experience at the senior executive level in banking and is currently the Executive Director of Livelihood BASIX Inc. In this role he is responsible for executing multi-country development initiatives in the areas of livelihood promotion through capacity building and knowledge dissemination in the areas of agricultural and rural finance; skill building and vocational training; access to finance and financial sector development.

Market Creation Strategies Initiative
The Market Creation Strategies Initiative is a partnership with the Argentina-based Center for the Study of Corporate Sustainability (IESC). Working primarily with Latin American companies, this initiative aims to integrate ventures that profitably serve low-income consumers (i.e., base of the pyramid) into corporations’ core business operations by re-focusing those efforts on business fundamentals. The Initiative uses a unique one-on-one coaching approach working directly with individual company project teams. Focused, small-group roundtables with multiple companies supplements the learning and cross-company sharing. Reports from the Initiative will concentrate on field-level and organizational challenges highlighted by member companies.

Mirai no Gakko (Future School)
The Center for Sustainable Global Enterprise is collaborating with the KODO Foundation (associated with the world-famous Japanese drum group) to establish a Japan-based education program called Mirai no Gakko (Future School). Mirai no Gakko, launched in August 2014, provides corporate participants an innovative, experiential learning opportunity to explore sustainability for their organization in dedicated facilities owned by the Foundation on the picturesque Sado Island in Japan.

EplerWood International
The Center has partnered with the international consulting practice, EplerWood International to explore innovative market-based approaches to sustainable tourism development. EplerWood International oversees the development of sustainable tourism as a tool to economically benefit underserved rural populations and as a means to support the conservation of protected areas and biodiversity. Its founder, Megan Epler Wood is a leader in sustainable tourism and founded The International Ecotourism Society (TIES). EplerWood International has led over a dozen projects in Africa, Asia and Latin America. Recently Epler Wood received TIES Lifetime Achievement Award.

Sightsavers
Worldwide, 285 million people are estimated to be visually impaired, with approximately 90 percent of those living in the emerging and developing economies. In 2014 a partnership with the international development UK-based organization Sightsavers was established with the goal of innovating a business model that can sustainably deliver primary eye care solutions to India’s urban poor. The Cornell team is working closely with Sightsavers in Kolkata, India to conduct market research, and design an offering and business model that can overcome key challenges that have hampered previous ventures within the eye care industry to profitably reach this segment.
Selected Sponsored-Projects

SunEdison

SunEdison (www.sunedison.com) is the world’s largest renewable energy company with a goal of transforming lives through innovation. To stay at the cutting edge, SunEdison wants to continue its financial innovation to support the next generation of renewable energy technology – energy storage. The company is interested in crafting financial structures that fit the technology and revenue applications of energy storage. The SGE Immersion team is working to evaluate the energy storage investment market in the US to make recommendations regarding how SunEdison can be strategically positioned and develop financial solutions for the future energy storage market.

Closed Loop Fund

The Closed Loop Fund (www.closedloopfund.com) was established by leading consumer goods companies and retailers – including Walmart and the Walmart Foundation, Coca-Cola, PepsiCo and the PepsiCo Foundation, Johnson & Johnson Family of Consumer Companies, Procter & Gamble, Unilever, Keurig Green Mountain and Goldman Sachs – who seek to create economic value by increasing recycling rates. Closed Loop Fund wants to refine and substantiate its understanding of the municipal recycling landscape and to clarify the investment opportunities present across different recycling environments. The SGE Immersion team is analyzing the municipal recycling landscape and making recommendations regarding how to effectively segment the landscape and identify which investment opportunities are optimal for each segment.

Holcim

Holcim (www.holcim.com) is one of the world’s leading building materials companies and by 2030, the company aspires to generate 1/3 of its revenue from their portfolio of Sustainability Enhanced Solutions meant to identify opportunities in the sustainable and resilient construction segment. Adequate and affordable housing as well as access to sanitation are among India’s most pressing development problems. The sanitation initiative is part of a wider initiative targeting the improvement of the rural shelter situation by developing model villages (housing, sanitation and micro-enterprise development) to be multiplied on a national level. The SGE Immersion team is working to develop a business model focused on the sanitation initiative but embedding the issue in the wider context of rural shelter.

Cheetah Conservation Fund (CCF)

Based in Namibia, Cheetah Conservation Fund (CCF, www.cheetah.org) is the world’s leading organization dedicated to saving cheetahs in the wild. As a result of unpredictable droughts, climate change, and certain livestock farming practices, native thornbush species are growing out of control. This poses a major threat to community livelihoods, the cheetah and other indigenous wildlife species. In 2001, CCF and the United States Agency for International Development (USAID) collaborated to find a habitat improvement program that would be ecologically and economically viable – processing encroaching thornbush into high heat, low-emission, compacted logs for use as a cooking fuel or for home heating. CCF Bush (PTY) Ltd. (www.bushblok.com) was established to manufacture the Bushblok product. However, the business is constrained by high production costs, low volume sales, and high transport costs. The SGE Immersion team is analyzing the business and making recommendations for improving its operational efficiencies to increase growth and profitability.
Principle VI: Dialogue
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The Johnson Graduate School of Management creates avenues that facilitate the exchange of ideas both within the classroom, across campus and also with various actors and industry players outside of Cornell. Diverse conferences, seminars and speaker series form the heart of this engagement and is reflected through different course structuring as well as on and off campus events.

Conferences and Events
Alliance for Research on Corporate Sustainability (ARCS)
Alliance for Research on Corporate Sustainability (ARCS) is a partnership among academic institutions created to provide data and networking opportunities to facilitate research on corporate sustainability. Under the guidance of the Center for Sustainable Global Enterprise, Johnson convened the 6th Annual Alliance for Research in Corporate Sustainability (ARCS) in 2014. The three-day Ithaca event attracted leading business-sustainability researchers from North America, Asia, Europe, and the U.K. to present research on business and sustainability issues.

Intrapreneur Lab
Intrapreneur Lab was hosted by the Center for Sustainable Global Enterprise in spring 2014. This program is an on-going partnership between Accenture Development Partnerships, Business Fights Poverty, and Leadership Laboratories to help mentor corporations launching profitable ventures that hold potential for positive social impact.

Johnson Energy Connection (JEC)
Johnson Energy Connection (JEC) is an annual collaborative effort between the Center for Sustainable Global Enterprise, Johnson’s Energy Club and the Sustainable Global Enterprise Club. Launched in 2010, Johnson Energy Connection (JEC) is Cornell’s premier energy event connecting the Cornell community with Cornell alumni in energy-related fields. Attending alumni are invited to share a variety of timely, industry-related issues through short presentations with a goal of maximizing the interaction between alumni and students.

Emerging Markets Institute International Conference
Emerging Markets Institute International Conference is an annual event in New York City hosted by Johnson’s Emerging Markets Institute. Launched in 2013 it focuses on timely events and issues facing a selected emerging market region in the world. Recent topics included China—Reaching Out to the World: Global Investments and Partnerships; and Innovation in Latin America.
Johnson Women in Technology (JWiT) Conference
Johnson Women in Technology (JWiT) Conference is an annual student-led collaboration launched in 2014 between the High Tech Club and the Women's Management Council with the mission of providing female MBAs with the tools they need to power up their futures.

Women in Investing Conference
Women in Investing Conference is an annual event established by the Parker Center to educate women about the rewarding career opportunities available to them in investment management—a field in which women are vastly underrepresented.

Johnson Means Business
Johnson Means Business is an annual event that introduces diverse students to the Johnson MBA highlighting a core strength of Johnson—its leadership in diversity initiatives and record numbers of women, LGBT and students of color matriculating to Johnson every year.

The Johnson Diversity Symposium
The Johnson Diversity Symposium aims to create a holistic platform for participants to engage and educate one another on the latest issues and exchange ideas related to diversity, inclusion, and business.

Related Speakers and Seminars
Throughout the year, numerous speakers come to campus to speak about diverse topics that encourage dialogue related to the principles of responsible management. Below are the descriptions of relevant speaker series and colloquia. For a list of speakers, please see Appendix V.

Finance + Sustainable Global Enterprise Colloquium
Organized by the Center for Sustainable Global Enterprise, this colloquium provides students the opportunity to hear in-depth presentations in interactive sessions with leaders from the private, public, or non-profit sectors who are on the cutting edge of the finance-sustainability domain. Content spans environmental finance, impact investing, socially responsible investing, capital budgeting, project financing, and other areas relevant to the sustainable global enterprise space.

Leaders in Sustainable Global Enterprise Colloquium
Johnson’s Center for Sustainable Global Enterprise organizes this fall colloquium to provide students the opportunity to hear in-depth presentations from private, public, or non-profit leaders who are on the cutting edge of the business-sustainability domain. It exposes students to a diverse array of business-sustainability topics and issues facing today’s leaders; as well as the actions those leaders are taking to ensure the competitiveness of their organizations in the marketplace.

Durland Lecture
The Johnson Graduate School of Management’s most prestigious speaking engagement dedicated to bringing in prominent business leaders to discuss critical issues in the industry.
Jill and Ken Iscol Distinguished Environmental Lecture
The Jill and Ken Iscol Distinguished Environmental Lecture brings eminent scholars, scientists, newsmakers, and opinion leaders to Cornell to address environmental issues of paramount importance to our planet.

The Iscol Family Lecture for Leadership Development in Public Service
The Iscol Family Lecture brings individuals to the Cornell campus that embody the intelligence, energy, sacrifice, and commitment it takes to successfully impact society.

Entrepreneurship at Cornell Celebration
Entrepreneurship at Cornell Celebration is Cornell’s premier on-campus event focused on entrepreneurship for alumni, students, faculty, and staff. The event features various panels on a range of topics related to entrepreneurship across all industries. Each year the Center for Sustainable Global Enterprise organizes several discussions on issues such as social entrepreneurship and the environment.

Emerging Markets Global Speakers Series
Throughout the year, Johnson’s Emerging Markets Institute invites executives to speak to the Johnson community on timely issues affecting the emerging markets.

Johnson Women in Business
Johnson Women in Business is an annual event to inspire future female business leaders coordinated by the Office of Diversity and Inclusion, the Office of Admissions and the Johnson Community highlighting successful business women.
Appendix I

Relevant Johnson Student Organizations and Clubs

The Asia Business Association helps Johnson students participate in the business growth of Asia, builds the Johnson brand in Asia, fosters friendship among Johnson students, while disseminating information about the culture and people of Asia to the Johnson community and introduces career opportunities in Asia and the United States.

The Association of Veterans at Johnson is a dynamic and supportive organization that actively reaches out to prospective military veteran students and creates a community of veterans throughout Johnson and Cornell University.

Big Red Design Thinking (BRDT) is an interdisciplinary organization of undergraduate and graduate students focused on education, practical application, and career development in design thinking fields.

BR MicroEnterprise (BRM) is a student-run organization that spurs microenterprise development in the local community by assisting self-employed individuals reach their business goals.

Black Graduate Business Association builds bonds with alumni, potential employers, and other Black MBA candidates to advance the recruitment of qualified Black students and faculty to Johnson, promote professional development of members, and positively impact the greater community.

Community Impact is a student organization at Johnson committed to strengthening our community through volunteering, understanding, and learning from the relationships among the for-profit, non-profit, and public sectors, and promoting socially responsible business.

The Johnson Energy Club is comprised of highly motivated students who are passionate about making an impact in the energy industry. The interests of the club span both conventional and renewable energy, and are spread across various functional areas including but not limited to: sales & trading, managerial finance, consulting, investment banking, marketing, and entrepreneurship.

The Ethics Action Group seeks to strengthen the understanding of, commitment to, and integration of integrity, respect, mutual trust and ethical practices into everything we do throughout Johnson, Cornell and our future careers.

Hispanic American Business Leaders Association supports students with mentoring, leadership, speaker events, and empowers Hispanic students through leadership training to develop into thoughtful leaders that will make positive changes in their communities.

International Students Recruiting Club helps international students, from day one, to understand the culture, how to approach companies, which companies recruit internationals, and so on. But most importantly, this club will help us maintain a good network of internationals in addition to the general Johnson/ Cornell networks that we have.

Johnson Africa Business Society (JABS) serves as a professional incubator for Cornelians who have an interest in business opportunities in Africa.

The Johnson Board Fellowship is a leadership and service program for MBAs to serve on the boards of local non-profits.

Joint Ventures is a club for Johnson School students and their significant others to foster
ties of friendship and personal growth among Johnson students, partners, and families.

Latino Business Students Association generates awareness and creates dialogue on developing leaders that understand the unique experiences of Americans of Hispanic descent.

The Johnson Middle Eastern Club aims to provide the Johnson Community with an opportunity to experience the culture and to learn about business practices and opportunities in the Middle East region.

Old Ezra Finance Club is the oldest and largest club that is committed to enhancing Johnson’s presence in the finance industry.

Out for Business seeks to raise LGBT visibility for current and future MBA students so they recognize there is a community of individuals who share a similar experience with them and can act as a resource and support network.

South Asian Business Club provides support and guidance to South Asian students enrolled in the Johnson School in various aspects related to studying and living in the United States; and creates awareness about the South Asian region within the Johnson School community through business-oriented, academic, and social endeavors.

The Student Council proactively works to improve Johnson by providing direction and implementing change.

Sustainable Global Enterprise Club, Johnson’s Net Impact chapter, empowers future leaders to integrate social and environmental sustainability into business and to advance the professional development of students interested in sustainability-related careers.

The Women’s Management Council sponsors efforts that increase enrollment of women within the Johnson School, and also influences, promotes and supports women in business.
Appendix II

Relevant Cornell Research Centers and Institutes

Johnson Graduate School of Management

Center for Sustainable Global Enterprise pioneers new approaches to business model creation that address environmental and social issues.

Emerging Markets Institute provides thought leadership on the role of emerging markets — and emerging market multinationals — in the global economy.

Entrepreneurship and Innovation Institute fosters three most critical components of entrepreneurship and innovation: Knowledge, Networking, and Opportunity.

Parker Center for Investment Research advances asset management education, practice and research focused on capital markets.

Smith Family Business Initiative at Cornell is dedicated to supporting and strengthening the network of businesses that are family and privately owned.

Other Centers and Institutes across Cornell

Atkinson Center for a Sustainable Future unites the three pillars of sustainability -- energy, the environment, and economic development, within one center. .

Bronfenbrenner Center for Translational Research capitalizes on translational research (TR) to enhance human development and well-being.

Center for Transformative Action (CTA) provides fiscal sponsorship to innovative social change agents in New York State, as well as financial, human resource, and grants management.

Center for the Study of Economy and Society is a research and training center that advances the sociological analysis of economic markets and economic action.

Center for the Study of Inequality (CSI) fosters basic and applied research on social and economic inequalities, and the processes by which such inequalities persist.

Cornell University’s Public Service Center is a service organization connecting Cornell students, faculty, and alumni with community organizations.

Cornell Institute for Social and Economic Research anticipates and supports the evolving computational and data needs of Cornell social scientists and economists.

Cornell International Institute for Food, Agriculture and Development strengthens the Cornell community’s capacity to make significant contributions to sustainable global development.

Cornell Employment and Disability Institute advances knowledge, policies, and practices that enhance the opportunities of people with disabilities.

The Cornell Institute for Women in Science conducts research and disseminates information on various topics relevant to women’s experiences in scientific careers.

Mario Einaudi Center for International Studies is a hub for global activity at Cornell that organizes, catalyzes, and supports collaborative and interdisciplinary research, teaching, and outreach programs.

Entrepreneurship@Cornell is a diverse, university-wide program that finds and fosters the entrepreneurial spirit in participants from every college, every field, and in every stage of life.
Cornell Center for Technology, Enterprise, and Commercialization is the University’s technology transfer office for Cornell's Ithaca campus, Weill Cornell Medical Colleges, Cornell Tech and the New York State Agricultural Experiment Station in Geneva.

Africana Studies and Research Center provides a multidisciplinary analysis of the lives and thought of people of African ancestry on the African continent and throughout the world.

Institute for Hospitality Entrepreneurship supports the academic entrepreneurial curriculum of the School of Hotel Administration.

Center for Hospitality Research is a leading source for quality research on and for the hospitality industry through the creation of new knowledge and sharing that knowledge to power hospitality forward.

Global Labor Institute advances knowledge, policies, and practices to enhance the role of labor and working people in addressing the environmental and climate crises. The initiative’s efforts focus on building a truly sustainable society and economy.

Northeast Sun Grant Institute administers the regional Northeast Sun Grant Institute’s (NE-SGI) competitive grants program and serves as a repository of information and data for the NE-SGI region bio-based energy and products research, education and outreach activities.

Cornell Agriculture and Food Technology Park provides a campus for research and development in the areas of food and agriculture.

Cornell University Agricultural Experiment Station links Cornell’s world-class research farms and plant growth facilities with one of the nation’s most comprehensive statewide cooperative extension systems.

Institute for Biotechnology and Life Science Technologies promotes research, education and technology transfer for applications of biotechnology.

International Service for the Acquisition of Agri-Biotech Applications AmeriCenter (ISAAA) uses crop biotechnology to improve the lives of small-scale farmers in developing countries.

New York State Agricultural Experiment Station is a research and extension station that aims to produce better food.

Cornell Center for Materials Research facilitates active collaboration between the CCMR and industry to foster technology transfer.

The Energy Materials Center at Cornell advances the science of energy conversion and storage.

The Cornell Waste Management Institute (CWMI) serves the public through research, outreach, training, and technical assistance, with a focus on organic residuals.

Institute for African Development focuses Cornell University’s interests, research, and outreach on the study of Africa.

Center for Technology Licensing focuses on bringing the University's scientific discoveries, technological innovations, and medical advances to the marketplace.

Center on the Microenvironment and Metastasis (CMM) pursues experimental and theoretical approaches, derived from the physical sciences.
Appendix III

Relevant Courses Available to MBA Students

The following are some of the relevant courses provided by Johnson and from across other colleges and schools in the University Cornell that are available to MBA students.

- NBA 5061 - Comprehensive Financial Statement Analysis
- NBA 5070 - Entrepreneurship for Scientists and Engineers
- NBA 5150 - Leadership Theory and Practice
- NBA 5360 - Investment Banking Essentials
- NBA 5380 - The Business Idea Factory
- NBA 5410 - Project Management
- NBA 5530 - Accounting and Financial Decision Making
- NBA 5690 - Management Consulting Essentials
- NBA 5841 - Global Business Strategy
- NCC 5500 - Financial Accounting
- NCC 5530 - Marketing Management
- NCC 5540 - Managing and Leading in Organizations
- NCC 5560 - Managerial Finance
- NCC 5580 - Managing Operations
- NCC 5590 - Business Strategy
- NBA 5570 - Case Studies in Venture and Private Equity Investments
- NBA 5590 - The Venture Capital Industry and Private Equity Markets
- NBA 5630 - The IPO and Mergers and Acquisition Process
- NBA 6180 - Global Innovation and Technology Commercialization
- NBA 6190 - Leaders in Sustainable Global Enterprise
- NBA 6570 - Entrepreneurial Marketing
- NBA 6859 - Tech Enterprises
- NBA 6890 - Startup Legal Issues - Early Stage Financing and VC Terms

Environmental Finance
- NBA 6120 - Disruptive Technologies
- NBA 5070 - Entrepreneurship for Scientists and Engineers
- NBA 6650 - The Strategic Management of Technology and Innovation
- NBA 5190 - Entrepreneurship in the Emerging Sustainable Economy
- AEM 6510 - Environmental and Resource Economic
- AEM 6600 - Agroecosystems, Economic Development and The Environment
- BEE 4900 - Biofuels: The Economic and Environmental Interactions
- BEE 6870 - The Science and Engineering Challenges to the Development of Sustainable Bio-Based Industries
- BIOEE 6611 - Environmental Policy
- CHEME 5208 - Renewable Resources from Agriculture
- EAS 4400 - Seminar on Climate Change Science, Impacts, and Mitigation
- NTRES 6940 - Ecosystem Services and Green Economy
- CHEME 5870/5880 - Energy Seminar I & II

**Finance**
- NBA 5120 - Applied Portfolio Management
- NBA 5130 - International Finance Cases
- NBA 5390 - Cornell Lectures in Finance
- NBA 5400 - Advanced Corporate Finance
- NBA 5405 - Advanced Corporate Finance - Part II
- NBA 5420 - Investment and Portfolio Management
- NBA 5430 - Financial Markets and Institutions
- NBA 5510 - Emerging Markets Finance
- NBA 5540 - International Finance
- NBA 5550 - Fixed Income Securities and Interest Rate Options
- NBA 5650 - Corporate Governance
- NBA 5850 - Advanced Topics in Valuation
- NBA 5980 - Behavioral Finance
- NBA 6060 - Evaluating Capital Investment Projects
- NBA 6450 - Advanced Investment Strategies

**General Management**
- NBA 5140 - Ethics and Corporate Culture (crosslisted)
- NBA 5600 - Business Law I (crosslisted)
- NBA 5610 - Business Law II (crosslisted)
- NBA 5700 - Leading Teams Practicum
- NBA 5710 - Cornell Management Simulation
- NBA 5740 - Management Practicum
- NBA 5780 - Problem-Solving Project Process
- NBA 5790 - Cases in Business Strategy
- NBA 5810 - Management Cases
- NBA 6030 - Strategies for Sustainability
- NBA 6320 - Core Leadership Skills for a VUCA World
- NBA 6380 - Finance & Sustainable Global Enterprise Colloquium
- NBA 6530 - Strategic Alliances

- NBA 6590 - Management of Financial Institutions

**International Management**
- NBA 5240 - Macroeconomics and International Trade
- NBA 5870 - International Mergers and Acquisitions (crosslisted)
- NBA 5920 - Experience in International Management
- NBA 5930 - International Entrepreneurship
- NBA 6250 - International Marketing
- NBA 6310 - [The Global Enterprise]
- NBA 6440 - Competition from Emerging Markets: The New Emerging Multinationals

**Strategic Technology Management**
- NBA 6010 - Electronic Commerce
- NBA 6120 - Disruptive Technologies
- NBA 6520 - Commercializing University Technology
- NBA 6650 - The Strategic Management of Technology and Innovation

**Management and Organizations**
- NBA 5220 - [International Negotiations]
- NBA 5290 - Executing Successful Corporate Strategy
- NBA 5860 - Cross-Cultural Management
- NBA 6280 - [Strategic Change and Renewal]
- NBA 6540 - Power and Politics in Organizations
- NBA 6600 - Corporate Social Responsibility
- NBA 6710 - Business Ethics
- NBA 6760 - Organizing for Strategic Advantage

**Marketing**
- NBA 6070 - Designing Data Products
- NBA 6090 - Digital Marketing
- NBA 6170 - Emerging Technology Markets
- NBA 6200 - Marketing Research
- NBA 6210 - Integrated Marketing Communications
- NBA 6220 - Marketing Strategy
- NBA 6260 - [Consumer Behavior]
- NBA 6290 - Current Topics in Marketing
- NBA 6340 - Customer Relationship Management
- NBA 6390 - Data Driven Marketing
- NBA 6570 - Entrepreneurial Marketing
- NBA 6620 - Product Marketing Insights
- NBA 6930 - Strategy and Tactics of Pricing

Operations Management
- NBA 5200 - Retail Operations
- NBA 5440 - Advanced Data Analysis
- NBA 6410 - Supply Chain Management
- NBA 6430 - Managerial Spreadsheet Modeling
- NBA 6470 - Advanced Spreadsheet Modeling
Appendix IV

Publications

2014


Diermeier, Daniel; Dowell, Glen W.S.; Lyon, Thomas, 2014, Corporate Sustainability, Sage Publications.


**2013**


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Chen, Ya-Ru; Peterson, R; Philips, D; Podolny, J; Ridgeway, C. "Bringing "status" to the table: Attaining, maintaining, and experiencing status in organizations and markets" *Organization Science* 23.2 (2012): 299-307.
Guthrie, Doug; Almandoz, Juan; Marquis, Christopher; Guthrie, Doug; Almandoz, Juan. "State Activism and the Hidden Incentives Behind Bank Acquisitions." Social Science Research 41.1 (2012): 130-145.


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Simanis, Erik N. "Reality Check at the Bottom of the Pyramid" Harvard Business Review 90.6 (2012): 120-125.


2011


Casanova, Lourdes S. "Innovation in Latin American emerging multinationals" The Economist Intelligence Unit Regional Overviews (2011)


Dowell, Glen W.S.; Lewis, Ben, 2011, The Effect of Technology Type on the Adoption and Effectiveness of Global Environmental Standards, in Enhancing Global Competitiveness Through Sustainable Environmental Stewardship, eds Subhash C. Jain and Ben L. Kedia, Edward Elgar Publishing.


Keatinge, J. D. H. ; Gomez, Miguel; Barrett, Christopher; Buck, Louise E.; De Groot, Hugo; Ferris, Shaun; Gao, H O; McCullough, Ellen; Miller, Dennis D.; Outhred, Hugh; Pell, Alice N.; Reardon, Thomas; Retnanestri, Maria; Ruben, Ruerd; Struebi, Patrick; Swinnen, Johan; Touesnard, Monica A.; Weinberger, Katinka; Keatinge, J. D. H.; Milstein, Mark B.; Yang, Ray-yu. "Research Principles for Developing Country Food Value Chains" Science 332.6034 (2011): 1154-1155.

Appendix V

List of Seminars and Speakers

Finance + Sustainable Global Enterprise Colloquium

This colloquium provides students the opportunity to hear in-depth presentations in interactive sessions with leaders from the private, public, or non-profit sectors who are on the cutting edge of the finance-sustainability domain. Content spans environmental finance, impact investing, socially responsible investing, capital budgeting, project financing, and other areas relevant to the sustainable global enterprise space.

Spring 2013

- Richard Edwards, Partner, Third Sector Capital Partners (MBA ’77)
- Ming Wong, Co-Founder, Asia Community Ventures (BA ’86, BS ’86, MBA ’89)
- Maro Imirzian, VP Finance, Catchlight Energy (MBA ’85)
- Heather Davis, senior managing director, TIAA-CREF (BA ’82, MBA ’87)
- Paul Ezekiel, Chief Investment Officer, AMP Solar Group (’95)
- Tim Larrison, Head of Finance, Yingli Green Energy Americas (MRP)
- Henry Tepper, President, Massachusetts Audubon Society (MA)

Spring 2014

- Gil Crawford, CEO at Microvest
- Prescott Hartshorne (MBA ’93), Executive Advisor at Concentric Energy Advisors
- Michael Fallquist (MBA ’04), President & CEO at Crius Energy Trust
- Ajay Narayanan, Head - Financial Markets Sustainability at International Finance Corporation (IFC)
- Bennett Thomas (MBA ’03), Vice President Finance & Sustainability at Hersha Hospitality
- Taryn Goodman (’00, MBA 09) Director, Impact Investing at RSF Social Finance
- Angela Mwanza (MBA ’00), Senior Vice President at UBS Private Wealth

Spring 2015

- Bruce Schlein, Director, Alternative Energy Finance at Citi
- Bobby Frisch, CEO & Co-Founder at Firelight Camps
- Colin Harris, Senior Associate of Operations & Finance at NY Green Bank
- Luis F. Samper, Chief Communications and Marketing Officer at Colombian Coffee Growers Federation (FNC)
- Rick Edwards, Partner, Capital Markets at Third Sector Capital Partners
- Alex Sloan, Director of Innovation Investments at Skoll Foundation (former)

Leaders in Sustainable Global Enterprise Colloquium

This colloquium provides students the opportunity to hear in-depth presentations from private, public, or non-profit leaders who are on the cutting edge of the business-sustainability domain. It will expose students to a diverse array of business-sustainability topics and issues facing today’s leaders; as well as the actions those leaders are taking to ensure the competitiveness of their organizations in the marketplace.

Fall 2013

- Steve Bauman, Founder, ThermalCUBE and President, M3rd
- Michael Levett, Senior Advisor, Center for Strategic and International Studies (CSIS) and former Senior Director and Vice Chairman of the Board of Directors, CDC Development Solutions
• Russ Savrann, Co-founder, Sandman Savrann PLLC
• Gina Tesla (MBA’04), Director of Corporate Citizens Initiatives, IBM
• Jeff Weiss (BA’79), Co-Chairman, Managing Director and CFO, Distributed Sun
• Rick Martino (MBA’82), Vice President of Global Human Resources, Bose Corporation
• Ian Kline (BA’91), President and CEO of Cadmus Group

Fall 2014
• Chris Librie, Senior Director, HP Living Progress at HP
• Yossie Hollander, Founding Director at Our Energy Policy Foundation
• Laurie Marker, Executive Director at Cheetah Conservation Fund
• Lloyd Le Page, CEO at Heartland Global
• Samantha Abrams & Ian Gaffney, Co-Founders at Emmy’s Organics
• Tristram Coffin, CEO at Alternatives Federal Credit Union

Day Family Ethics Speaker
This is an annual event that brings to the Johnson Graduate School of Management distinguished individuals in business, law, journalism, or academia, to speak to students and faculty on real-world ethical challenges.


2013: Ben Heineman, former Senior Vice President, General Counsel and Secretary of General Electric; currently a Senior Fellow at Harvard, in both the Law School and the Kennedy School of Government; author of *High Performance with High Integrity* (2008). (How can an organization achieve high performance while maintaining high integrity?)

2012: Ann Tenbrunsel, Rex and Alice A. Martin Professor of Business Ethics & Co-Director of the Institute for Ethical Business Worldwide, Mendoza College of Business, University of Notre Dame. (Ethical Blindspots: The Psychology of Unethical Behavior)

The David J. BenDaniel Ethical Leadership Lecture
This lectureship is to honor distinguished chief executives of businesses who value the importance of running organizations and making decisions based on more than profitability.


2013: Mark Bertolini, Chairman, CEO and President of Aetna, Inc. (Re-establishing Trust in American Leadership)

2012: Ed Ludvig, former CEO and President, Becton Dickinson & Co. (Beyond the Bottom Line: A Higher Purpose for Business)

Durland Lecture
The Johnson Graduate School of Management’s most prestigious speaking engagement dedicated to bringing in prominent business leaders to discuss critical issues in the industry.

2014: Wendell P. Weeks, chairman and CEO of Corning, Inc.

2013: Roger W. Ferguson Jr., president and CEO of TIAA-CREF

2012: Luis Carlos Sarmiento, Jr., MBA ’85, president and CEO of Grupo Aval S.A.
Jill and Ken Iscol Distinguished Environmental Lecture

The Iscol Family Lecture brings individuals to the Cornell campus that embody the intelligence, energy, sacrifice, and commitment it takes to successfully impact society.

2015: Ted Danson, Actor and Environmental Activist (Fish Tales: How Ocean Conservation Became My Passion)

2014: Luc Gnacadja, past Executive Secretary of the United Nations Convention to Combat Desertification (UNCCD) and UN Assistant Secretary-General from 2007 to 2013 (Grounding Human Security: Land and Soil in the Global Sustainability Agenda)

2013: Peter Kareiva, Chief Scientist for The Nature Conservancy (Overcoming Dogma and Prophecies of Doom to Save Nature)

The Iscol Family Lecture for Leadership Development in Public Service

The Iscol Family Lecture brings individuals to the Cornell campus that embody the intelligence, energy, sacrifice, and commitment it takes to successfully impact society.

2014: Maria Pacheco, co-founder and CEO of Wakami. (A lifestyle brand of fashion accessories currently works in 17 villages in Guatemala, providing sources of income to 450 people (90% women), and exporting products to 20 countries in the world)

2013: Leila Janah, founder and CEO of Samasource (A Sustainable Solution to Global Poverty)

2012: Nadim Mahmud and Josh Nesbit, two of Medic Mobile’s founders (From Ideas to Action: Technology and Global Health)

Entrepreneurship at Cornell Celebration

Entrepreneurship at Cornell Celebration is Cornell’s premier on-campus event focused on entrepreneurship for alumni, students, faculty, and staff. The event features various panels on a range of topics related to entrepreneurship across all industries. Each year the Center for Sustainable Global Enterprise organizes several discussions on issues such as social entrepreneurship and the environment.


2014: B-corps: What’s the Benefit for Entrepreneurs?

2013: Make It Rain: Do Emerging Trends Make Funding Easier?

2013: When Does Social Value Translate into Market Value?


2012: Eat Me, I’m Local – Entrepreneurial Opportunities within the Local Food Movement.

EMI Global Speakers Series

Throughout the year the Emerging Markets Institute invites executives to speak to the Johnson community on timely issues affecting the emerging markets. Recent speakers have included:

- Arindam Bhattacharya, Managing Director, Boston Consulting Group (BCG), Delhi
- Roberto Cañizares, BS ’71, MBA ’74, former President, MSA International
- Raj Rajkumar, Partner Symphony Asia Holdings Pte Ltd.
- Yasuyuki Sugiura, President & CEO, Mitsubishi North America
- Simon Pryke, Chief Investment Officer, Newton Investment Management (UK)
- Rustom Desai, MBA ’95, Chief Executive Officer, Corning India
- Anne Meraux, Director, Division on Technology and Logistics, United Nations Conference on Trade and Development
Johnson Women in Business

Johnson Women in Business is an annual event to inspire future female business leaders coordinated by the Office of Diversity and Inclusion, the Office of Admissions and the Johnson Community highlighting successful business women.

2014 keynote: Janet Carr, MBA ’90, President, Handbag Division at Nine West Group
2013 keynote: Claudia Chan, Founder and CEO of SHE Globl Media Inc.

Report Prepared By:
Becky Gitonga
Mark Milstein
Monica Touesnard

Contact
Monica Touesnard
Associate Director
Center for Sustainable Global Enterprise
Johnson Graduate School of Business
Cornell University
mat59@cornell.edu