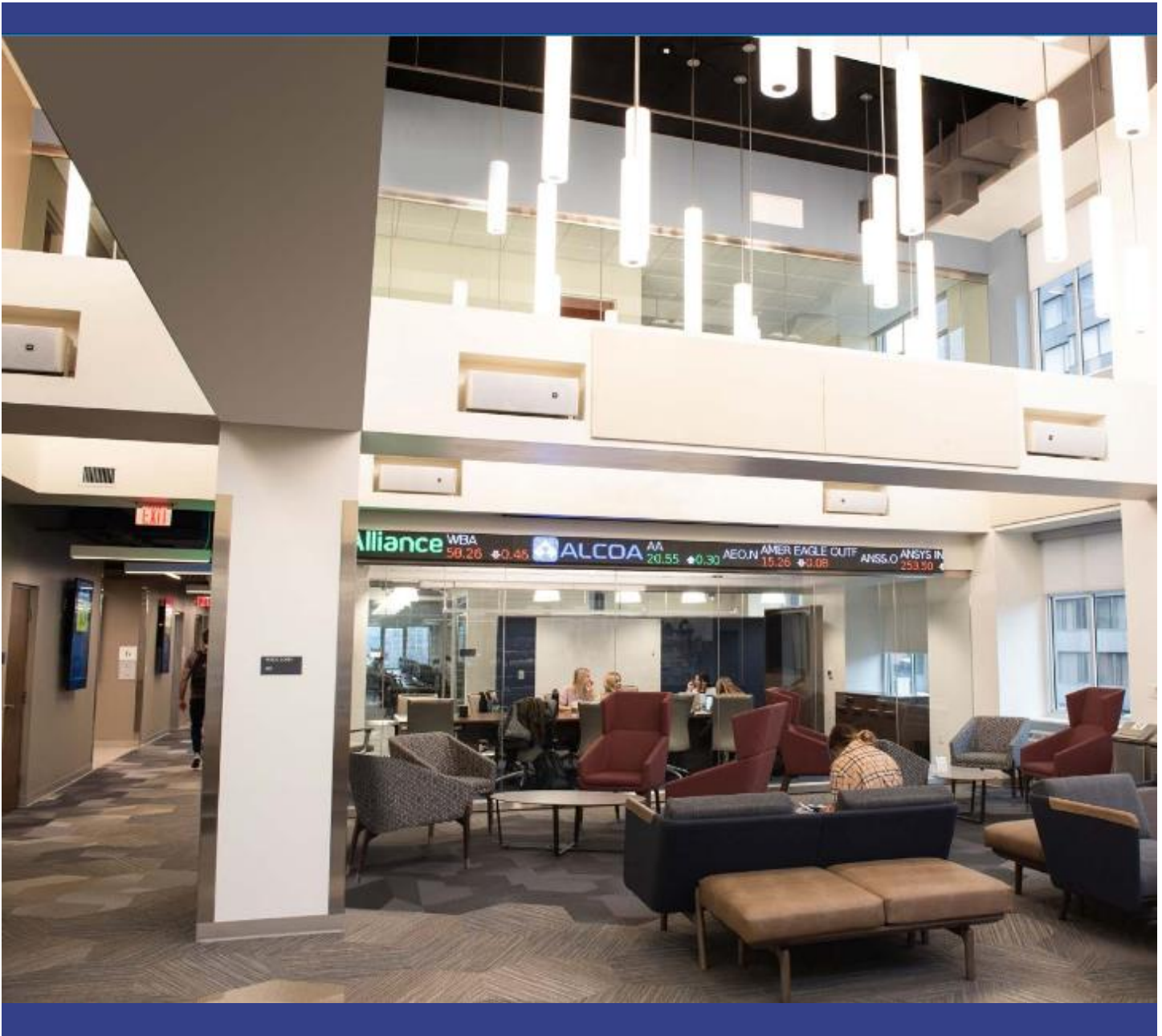


Sharing Information on Progress 2020



Duquesne University

Palumbo-Donahue School of Business

600 Forbes Avenue

Pittsburgh, PA 15282

duq.edu/business



Palumbo-Donahue
School of Business

THE BUSINESS OF
DIFFERENCE MAKING

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A Responsibility to Our Future

The concept of sustainability is best expressed through the Catholic commitment to "the integrity of creation," a profound respect for and fundamental attitude of reverence toward the natural world and its interdependent realms of plant, animal and human life.

At Duquesne, we work each day to find new ways to reduce our consumption of natural resources and to promote sustainable living. Achieving the goals of sustainability—whether through [green operations](#), construction projects, [research](#), [academic coursework](#) or [community engagement initiatives](#)—is one of the principal ways that we have been able to transform respect for the integrity of creation into action, and honor our Catholic founding in the Spiritan tradition.

Honoring Our Spiritan Tradition

Our Spiritan heritage imparts a worldview that challenges us to embrace a deeper understanding of the world's working and accept our role as stewards who must care for creation. And as a Catholic university, in light of the encyclical of Pope Francis, [Laudato Si \(Praised Be\)](#), we appreciate that it is not only a moral issue, but also a responsibility to confront climate change and other environmental problems and to do what we can to eliminate their causes and mitigate their effects.

The timeliness and persuasive power of [Laudato Si](#) as well as the Spiritan, Catholic mission combined to make Duquesne University the ideal environment for a conference focused on the environmental problems that confront us. Our annual [Integrity of Creation Conference](#) is a free public event that invites scholars, policy makers and concerned citizens to raise awareness, present research and foster interdisciplinary discourse on a selected topic.



Dean B. McFarlin, Ph.D.

**Dean and Professor of Management
Palumbo • Donahue School of Business**

THE BUSINESS OF
DIFFERENCE MAKING

The Palumbo-Donahue School of Business recently unveiled its new promise statement “The Business of Difference Making.” Our new tagline underscores that the School itself is a difference maker, and we launch our graduates prepared to make a difference in the business world and beyond.

Difference-Making Education...

We have created world-class facilities in Rockwell Hall, home of the Palumbo-Donahue School of Business, that support the type of project-based, high impact, difference-making education we offer our students. In August 2019, the School of Business opened its new sky bridge and renovated sixth floor to students, debuting nearly 9,000 square feet plus the addition of a soaring two-story atrium. Three institutes are the focal points for both student learning and academic research: the **Albert P. Viragh (B’27) Institute for Ethics in Business**, the **Investment Strategy Institute** and the **Institute for Sustainable Business Innovation**.

Editorship of Prestigious Business and Society Journal

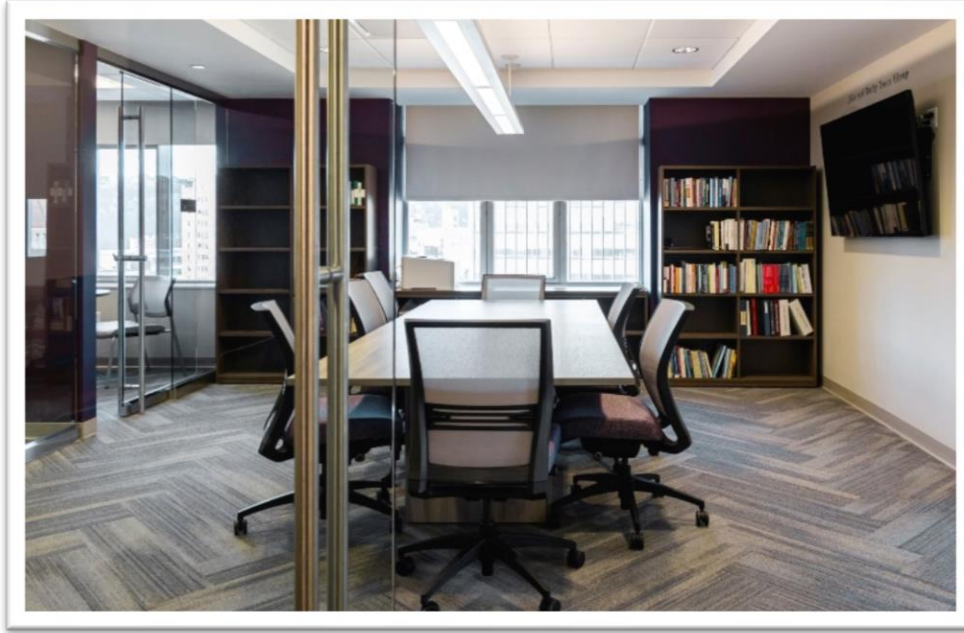


Photo above: Albert P. Viragh (B'27) Institute for Ethics in Business -
John and Becky Surma Library

Effective in January 2020, the editorship of *Business and Society Review (BASR)*, one of the leading journals in the business and society field, is housed in our Albert P. Viragh (B'27) Institute for Ethics in Business.

BASR is a peer-reviewed academic journal that publishes original research on a wide range of ethical issues concerning the relationships between business, society and the public good. The journal publishes papers from researchers and business professionals, members of the legal profession and government administrators, among others. **Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics, has been named as editor-in-chief, while Dr. James Weber, professor of business ethics and management, serves as managing editor.**

Bringing the editorship of BASR into the School of Business is a tremendous accomplishment and a testament to the impact of our faculty in business ethics and related areas. This journal is a fitting addition to the growing portfolio of scholarly activities in the Albert P. Viragh (B'27) Institute for Ethics in Business. BASR was founded in 1972 and is published by Wiley.

Institute for Sustainable Business Innovation Launched



Photo above: Institute for Sustainable Business Innovation Multi-purpose Flex Space

Our new **Institute for Sustainable Business Innovation (ISBI)** is intrinsic to Duquesne University’s mission—a charge that encompasses what the Spiritans call the “integrity of creation,” a profound respect for God’s gift of the world. One of the many ways that Duquesne advances this mission is through its full-time, one-year [MBA Sustainable Business Practices](#) degree.

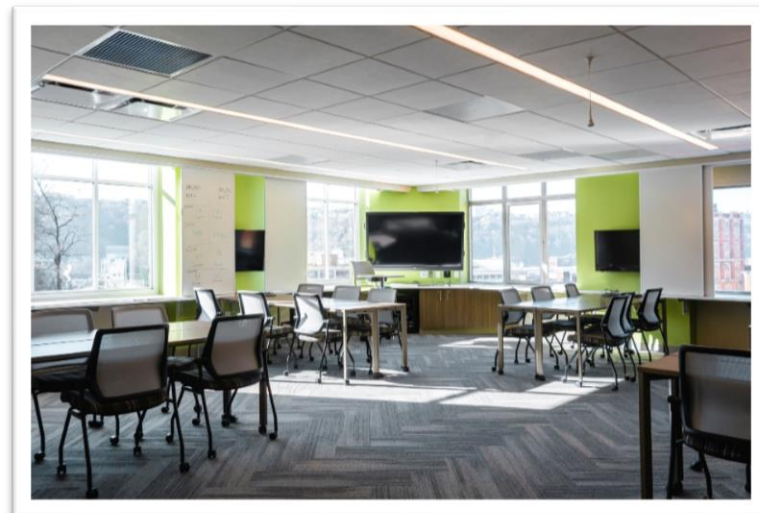


Photo above: Institute for Sustainable Business Innovation High Tech Classroom

Building on our top-ranked MBA program, the Institute for Sustainable Business Innovation (ISBI) is expanding pedagogical innovations, marketplace impacts and thought leadership.

The ISBI is focusing on the broader challenges that have risen to the top of C-Suite agendas in progressive, growing organizations, notably quantification of social and environmental assets and risks, analysis of big data for decision-making, and leveraging sustainability for innovation and competitive advantage.

By integrating cross-functional faculty strengths, in research and the delivery of content across the curriculum, the ISBI is magnifying our reputation for scholarship and teaching excellence in all critical areas that hundreds of business schools have endorsed in signing the six Principles for Responsible Management Education (PRME).

The ISBI's visionary design connects spaces, disciplines and people to create a new paradigm for learning. It includes a flexible classroom for sustainability-related courses, a multi-purpose room for student-faculty project work, and an array of display technologies to illustrate building performance.

Strengthening Corporate and Community Partnerships

The ISBI is also expanding partnerships with a wide range of institutions from fledgling start-ups to small and medium businesses to non-profit organizations to Fortune 500 corporations. Our students and faculty are demonstrating the potential of business and sustainability principles to transform companies and communities while making a difference in the lives of others. Offered as part of graded coursework in the MBA Sustainable Business Practices program, partnership projects are sponsored by organizations that face important sustainability issues and have a vested interest in the outcome. Our students have completed more than 100 consulting projects, applying their skills in finance, business strategy, marketing, information systems and supply chain management to help client organizations with specific business challenges related to sustainability.

Top Ranked Duquesne MBA Sustainable Business Practices



The [MBA Sustainable Business Practices](#) program in the Palumbo-Donahue School of Business—which prepares students to leverage sustainability to improve organizational performance—has been ranked No. 6 in the United States and No. 28 in the world by *Corporate Knights* in its 2019 Better World MBA list.

This achievement is really a testament to the ideas, hard work and passion of our faculty as well as the support of many partner organizations. It's also a big plus to be located in Pittsburgh. Our city embraces and promotes many exciting sustainability initiatives, something that offers a variety of opportunities for our students and faculty.

The full-time, one-year program emphasizes the integrated management of financial, social, environmental and informational resources within the decision-making process. In addition, students develop leadership skills through consulting projects, ethical decision-making, global study trips and capstone practicums.

New Investment Strategy Institute



Photo above: Investment Strategy Institute Bloomberg Classroom

Over 20 years ago, the School opened an Investment Center—one of the first in the country—to support students’ real-world investing experiences. The Center has always offered a wide range of analytical software allowing real-time access to stocks, bonds, futures, currencies and options markets around the world.

Recently, however, the School added Wharton Research Data Services (WRDS) to its portfolio of tools, the most powerful software platform anywhere for collecting financial data and conducting financial research.

Fast forward to 2020, our new **Investment Strategy Institute (ISI)** is a real game changer. More than twice the size of the original Investment Center, ISI includes an expanded high-tech classroom with double the number of Bloomberg terminals, allowing for a complete integration of Bloomberg software tools into the finance program. Additionally, research and collaborative areas within ISI provide a venue for students and faculty to work on high-impact investment projects.

Moreover, we will continue to integrate the Principles of Responsible Management Education (PRME) and the United Nations Global Compact Principles (UNGC) for Responsible Business into the School’s undergraduate and graduate curricula. As stated in our *Palumbo-Donahue 2025: Achieving Distinctive Excellence* strategic plan, “Sustainability as a core business principle” is one of the learning themes for undergraduate and graduate programs offered through the School of Business.

Sincerely,

Dean B. McFarlin, Ph.D.
Dean and Professor of Management

Duquesne University **MISSION**



Duquesne University of the Holy Spirit is a Catholic University founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious.

***Duquesne serves God by serving students—
through commitment to excellence in liberal and professional
education, through profound concern for moral and spiritual
values, through the maintenance of an ecumenical atmosphere
open to diversity, and through service to the Church, the
community, the nation, and the world.***

ACHIEVING DISTINCTIVE EXCELLENCE 2025

VISION • MISSION • VALUES



PALUMBO-DONAHUE SCHOOL OF BUSINESS

OUR VISION

Become a Premier Business School with Distinctive Excellence...

We aspire to be recognized as a global leader in business education for impactful scholarship and engaging, distinctive programs and experiences that transform students' lives in a Catholic, Spiritan tradition and provide innovative solutions for communities, organizations, and the world.

OUR MISSION

Provide Transformative Education in a Spiritan Tradition...

We develop ethical business professionals who understand the global marketplace and serve others by leading with integrity to transform their communities, organizations, and society. Toward this end, we engage our students, alumni, and business partners with passionate faculty members who create impactful scholarship and innovative educational experiences that connect theory to practice.

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.

The history of Duquesne University began in 1878 when the Congregation of the Holy Spirit founded the University to educate the children of Pittsburgh's immigrants. The University established the School of Business, one of its earliest programs, in 1913.

Our philosophy is that responsible, ethical leadership in business not only enhances the bottom line, but also creates a better society for all. Our students are taught that being the best *in* the world—in any field of endeavor—requires being the best *for* the world.

The School of Business has internationally accredited and top-ranked programs. The School educates over 1,450 undergraduate students in 9 different business-related majors and 300 graduate students in six diverse programs. Our programs deliver transformative career impact. We develop leaders with integrity who seize opportunities and embrace change.

Our innovative graduate and executive education programs include the following:

MBA Programs

- Professional MBA
- MBA Sustainable Business Practices

Specialized Master's Programs

- Master of Science in Accountancy
- Master of Science in Analytics and Information Management (STEM)
- Master of Science in Supply Chain Management (STEM)
- Master of Science in Management (100% Online)

Certificates

- Master's Certificate in Analytics and Information Management
- Master's Certificate in Supply Chain Management

Micro-credential

- Business Essentials

Executive Education Programs

- Women's Executive Leadership Program
- Emerging Women's Leadership Conference
- Certificate in Financial Planning
- Professional Coaching Certificate

RANKINGS AND RECOGNITION



The Palumbo-Donahue School of Business is accredited by the **Association to Advance Collegiate Schools of Business** (AACSB).



2020 Poets and Quants for Undergrads ranks Duquesne among the country's Best Undergraduate Business programs. The ranking is based on school-reported data and a detailed representative nationwide survey of alumni.



We are recognized as a **Certified School of Internal Auditing by the Institute of Internal Auditors** (IIA). Of the 30+ USA-based schools on the global certification list, the Palumbo-Donahue School of Business is currently the only IIA-certified accounting program in the state of Pennsylvania, we are one of 52 in the world.



Corporate Knights, a Canadian publication devoted to sustainability and business, **ranked our MBA Sustainable Business Practices program #6 in the United States and #28 in the world.**



The School is among the first 100 endorsers of the **Principles of Responsible Management Education** (PRME), a United Nations-backed initiative promoting environmental stewardship, human rights and fair-trade practices in business education.



Duquesne ranks among the best when it comes to preparing students for sales careers, according to the **Sales Education Foundation** (SEF). Less than 3% of the nation's colleges and universities offer sales programs, which means that our graduates are exceptionally well-prepared for professional sales positions.

- Our **Professional MBA program is ranked 3rd in the region in *U.S. News and World Report*.**
- Our Graduate School is among ***Princeton Review's Best Business Schools*.**

PRINCIPLE 2 – Values

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

OUR VALUES

The Business of Difference Making—Principles that Drive Us Forward...

Respect for the world. Our business perspective is shaped by the Spiritan emphasis on respect for the world and the pursuit of good environmental stewardship and social justice in doing so. That perspective also recognizes the fundamental value and dignity of all individuals and includes our commitment to creating an inclusive culture of respect, fairness and equality.

Ethics and integrity. Ethics and integrity are essential characteristics of high-performing organizations over the long term. We want our faculty, staff and students to be guided by the highest principles of honesty, fairness, accountability, transparency, and moral courage.

Student-centered. Everything we do is about putting students first. We have a relentless focus on giving students high quality learning and developmental opportunities that shape their ability to make a difference. Put simply, we are in the business of difference making for students.

Scholarship that matters. We embrace impactful scholarship whether it involves discipline-based research that creates new knowledge, applied research that shapes business practice, or pedagogical research that helps improve teaching effectiveness.

Practical wisdom. Business education is no longer just about knowledge acquisition. Instead, students need transformational experiences that show employers and others what they can do with knowledge. Instilling practical wisdom is what helps turn students into difference makers.

Change and innovation. Business today is rapidly changing and our competitors aren't standing still. We embrace change and monitor trends in business education to measure ourselves against external benchmarks as well as by who our students become with the aim of creating innovative programs.

Collaborative boundary-spanning. Our students need to understand and embrace cultural differences since today's business environment is increasingly and unmistakably global. Indeed, today's work world is filled with cross-functional teams and fluid boundaries across disciplines, organizations, communities, and cultures.

Impactful Research Fellowship in Ethics

In 2017, the Palumbo-Donahue School of Business and the Institute for Ethics in Business jointly launched the Beard Research Fellowship in Ethics. The Beard Research Fellowship in Ethics is an annual award given to one or two School of Business full-time faculty members, based on their eligibility and evaluation of their qualifications, as selected by the Dean upon the recommendation of the Center's directors. The fellowship offers a one-year title of "Beard Research Fellowship in Ethics" and a stipend.

Eligibility for the Beard Research Fellowship is based on the following: demonstration of previously published research focusing on ethics and/or social issues in the past three years, an application for consideration for the Beard Research Fellowship in Ethics designation, and demonstration of a continued interest and active research focusing on ethics and/or social issues.

The Beard Research Fellowship in Ethics is open to all academic ranks and to tenured, tenure-track and non-tenure track faculty members, with preference given to full-time faculty of any rank who do not hold named positions.

In 2018-2019, Pamala J. Dillon, Assistant Professor of Management, was selected as a Beard Research Fellow in Ethics, and in 2020-2021, Pamala J. Dillon and Akwasi Opoku-Dakwas, Assistant Professor of Management, were the designated research fellows.

Duquesne Again Recognized as One of the Nation's Top Green Colleges

Duquesne University is again one of the country's most environmentally responsible colleges, according to *The Princeton Review's Guide to 399 Green Colleges*. Of 648 schools receiving green ratings, Duquesne is among the 399 schools classified in the 80th percentile or higher.

The guide provides information about the colleges' admission requirements, cost and financial aid, and student body facts and statistics. Detailed "Green Facts" write-ups report on everything from the schools' use of renewable energy, recycling and conservation programs, to the availability of environmental studies and career guidance for green jobs.

"We are proud to have published this guide since 2010, but we are particularly pleased to release our 2018 edition at this time, as October has been designated National Campus Sustainability Month," said Robert Franek, *The Princeton Review's* editor-in-chief. "To all students wanting to study and live at a green college, we strongly recommend the outstanding schools we identify and profile in this guide."

Duquesne received an 82 out of 99 total "green rating" from *The Princeton Review* for its commitment to sustainability. For the full list of rankings, visit www.princetonreview.com/green-guide.

PRINCIPLE 3 - Method

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

Undergraduate Course Highlights

First Year Innovation Experience – Pushes Students Out of Their Comfort Zone



The **First Year Innovation Experience** is an intensive experiential learning course for freshmen that pushes them out of their comfort zone and enhances their ability to recognize and seize opportunities. Part of the redesigned undergraduate business core, the School's "cornerstone" course introduces students to design thinking and challenges them to apply it creatively to solve real-world problems.

The class has several learning objectives that are consistent with the themes in the School's strategic plan. All freshmen students develop entrepreneurial thinking and a broad understanding of sustainability principles. In addition, students learn that they have the power to make changes in their communities.

The centerpiece of the course is an "Innovation Challenge" involving an immersive experience that engages students with the Pittsburgh community, professors and alumni. Client organizations have included the City of Pittsburgh, Sustainable Pittsburgh, and Avenu. Students worked with these clients and were asked to develop a plan to improve the Uptown neighborhood adjacent to campus.

During the fall 2018 semester, 48 teams were formed to attack the challenge, with each student developing an idea and presenting it in an elevator pitch format. Working with an assigned mentor, each team selected the best idea in the group and then spent the semester brainstorming, observing, researching, pitching and creating a detailed plan to address the challenge.

Judges from the City of Pittsburgh planning department and Sustainable Pittsburgh attended finalist presentations and evaluated their plans. The judges were very impressed with the ideas put forth and the amount of information provided. Indeed, representatives from both organizations expressed an interest in working with the School of Business and Duquesne to pursue implementation of finalists' ideas.

The key course leader was Leslie Mansfield. She is one of our Executive-in-Residence members with almost 40 years of experience in project management and innovation leadership roles at Bombardier and Westinghouse. Leslie was supported by Christine Hughes, Program Manager for Career Advancement and Experiential Learning, and Bill Spangler, Associate Dean for Undergraduate Programs.

The five finalist teams earned monetary prizes for their performances.

- **1st Place Team: Aeroponic Vertical Farm and Market**
Plan: Green EcoFarm that employs the homeless/low income from the Pittsburgh area.
- **2nd Place Team: Community Based Restaurant**
Plan: Full service, community style restaurant with a fixed price menu that accepts volunteer services in lieu of payment.
- **3rd Place Team: Farm to Table Healthy Eatery with Herb Garden**
Plan: Farm-to-table restaurant with a focus on environmentally-friendly, sustainable practices.
- **4th Place Team: Uptown Glow Sports and Market**
Plan: Glow sport activities housed in an abandoned church
- **5th Place Team: Open Park with Farmers Market**
Plan: Park area designed by local elementary school students to host farmer's markets, art shows, etc.



Ernst and Young Issues Challenge in the 2020 First Year Innovation Experience

All freshmen in fall 2020 will take our First Year Innovation Experience course, which includes an “Innovation Challenge” presented by our new client organization—Ernst and Young (EY).

The firm will challenge freshmen to create innovative strategies and tactics that will ensure EY’s continued success in recruiting and retaining Generation Z employees.

Each student will develop ideas, join an innovation team, and propose strategic recruiting improvements to EY. Moreover, students compete for the right to present their plans to a panel of client judges. At stake is the chance to have an impact, approximately \$15,000 in scholarship money for the winning teams and a terrific resume line!

Investing for the Future



The Investment Strategy Institute has broadened and deepened its portfolio of student managed investment funds (SMIFs). Collectively, these SMIFs provide exceptional educational experiences for students to manage real money across a range of asset classes. Our goal is to prepare graduates to make better decisions, implement investment strategies faster with less training, and be more effective as analysts, portfolio managers, and financial advisors.

The School has four SMIFs:

- Duquesne Angels – open to entrepreneurship and finance students
- Duquesne Equity Fund – open to all students interested in learning about stocks
- Duquesne Micro-Cap Fund – open to finance students
- Duquesne Values Fund (DVF) – open to finance students

Duquesne Values Fund: One of the Largest Undergraduate Funds of its Type in the Nation.

In Fall 2019 we launched the Duquesne Values Fund (DVF)—a new \$1 million student managed investment fund that employs socially responsible investment strategies. In keeping with the University mission and School’s strategic plan, the DVF is focusing on socially responsible investing. Consequently, the fund’s tagline—“**Investing for the Greater Good**”—resonates well with our students who want to positively impact the world.

Our new SMIF is enhancing experiential learning opportunities for finance majors in the School. The fund management is designed to give students a hands-on investing experience in equities, fixed income instruments, commodities, real estate investment trusts, and other investments that include a social responsibility screen. The fund is run as a co-curricular activity with support and mentorship provided by faculty, staff and alumni, including:

- Dr. Philip Baird, Associate Professor of Finance
- Vashishta Bhaskar, Assistant Professor of Finance
- Jon Kinol (B’85), Executive-in-Residence Supporting Student Managed Investment Funds
- Jennifer Milcarek (B’91, MS.Ed.’07), Program Director

Business Ethics and Global Citizenship

In the course, *Business Ethics and Global Citizenship*, students are engaged in assignments that focus on corporate citizenship.

In addition to spending the semester presenting, testing and challenging students to use basic ethical principles, moral reasoning and ethical theories to identify and resolve ethical issues set in a business context, some of the specific assignments address this PRME principle.

- Along with attending the presentation, the purpose of the assignment is: [1] an application of ethical principles, [2] the ability to discuss and possibly challenge an ethical position taken by the guest ethics speaker, and [3] the practice of writing to enhance your business communication skills.
- After selecting a case presented in the textbook, the purpose of the assignment is: [1] application of ethics theories and CMD as ethical decision-making tools, and [2] the practice of writing to enhance your business communication skills.

Strategic Management – Capstone Course

At the undergraduate level, the capstone course required for all Business majors aligns with PRME Principles 1 and 3. The goal is that all undergraduate students gain exposure to sustainability issues. The Strategic Management course has an enrollment of about 300 students per year. We incorporated sustainability as a recurrent theme throughout the course.

Additionally, there are two active learning activities:

(1) Problem Solving Project

All senior Business majors enrolled in the Strategic Management course analyze a real business case emphasizing Social Responsibility & Environmental Stewardship. The presentations of the student teams were judged by several business executives, alumni, and professors from various disciplines, utilizing a comprehensive rubric. In their presentations, students address ethical, social, and environmental issues.

(2) Community-Engaged Project (Also Supports Principle 5)

Many of the senior Business majors enrolled in the Strategic Management course complete projects addressing real problems in collaboration with local non-profit organizations. All semester, the student teams develop their projects which often involve mid-term and/or final presentations to the partner organizations. In their projects, students

examine social and/or environmental issues related to the context of several local nonprofit organizations.

To assess the learning outcomes, external judges including business practitioners and professors from different disciplines evaluated the performance of student teams. Additionally, students completed individual reflection papers about the Problem-Solving Project and the Community-Engaged Project. Our assessment of learning outcomes suggested that most student teams across the Strategic Management sections achieved the key competencies aligned with the Principles for Responsible Management Education. This assessment demonstrated positive learning outcomes regarding awareness of and ability to address ethical, social, and environmental issues in business situations.

Global Business, Government and Society Principles

Enrollment for this course is comprised of Management majors as a requirement (which includes students with a second major in nearly every other discipline taught in the Business School), some students minoring in Management or International Business majors and a few students taking this course as their business elective.

The cornerstone of the course is the **Corporate Policy Simulation (CPS)**. This half-semester long activity accounts directly for 30% of their overall course grade and focuses on: guiding students toward an understanding of the complex and interactive world of business-government-society interface found explicitly or implicitly in all organizations, and an ability to manage, the social, economic, legal, political, regulatory, global, ecological and stakeholder issues and interactions found in a democratic capitalistic environment through an educational simulation.

CPS has three specific objectives. First, the simulation provides students with an opportunity to apply insights developed in the course to selected current problems confronting business. Thus, it is an exercise in taking concepts and principles identified in the course's textbook, and expanded upon in classroom lecture and case discussions, to a "real world" business setting. Second, CPS thrusts the students into a complex and dynamic environment filled with uncertainty, reflecting the "real world" environment faced by managers responsible for the business-government-society interface. This is a significant departure from the traditional deterministic models presented in many business courses where students are provided a formula and asked to find the correct answer. Finally, the CPS challenges students to work in a typical "real world" environment by assembling students into teams representing businesses.

It is rare in the business world where a sole entrepreneur can function without the need of, or preference for, others. Typically, managers are thrust into teams, whether assigned to an audit team or a marketing group to develop a project. In the CPS, students experience the advantages and challenges of a team approach to decision making. The general principles of working with

others, espoused in personnel management and organizational behavior courses, are given an opportunity to be applied here in preparation for the inevitable experience awaiting the students as organization members upon graduation.

In addition, there are other assignments, such as:

- **The Current Issue Research #1 Paper:** Micro-financing is the provision of financial support to low-income clients or solidarity lending groups including consumers and the self-employed, who traditionally lack access to banking and related services. More broadly, it is a movement whose object is a world in which as many poor and near-poor households as possible have permanent access to an appropriate range of high-quality financial resources and services. Those who promote microfinance generally believe that such access will help poor people out of poverty.

Rather than only “read about” or “talk about” micro-financing, we have an opportunity to research and recommend a micro-financing strategy. The students are required to visit www.kiva.org/lend, explore the various options available using the “country,” “sector” and other classifications provided, and draft a one-page (maximum) paper [a] identifying and describing an entrepreneur from the website and, [b] using tools or concepts from Chapter 3—Corporate Social Responsibility—to support their arguments, provide a recommendation as to why Dr. Weber should “invest” his \$100 in the entrepreneur they selected.

- **The Current Issue Research #2 Paper:** The students are required to visit the Boston College Center for Corporate Citizenship’s Film Fest Web page and review a handful or so of the video submissions, both the finalists and possibly some of the runners up to select a winner.

The one-page paper (maximum) should [a] identify the selected Film Fest winner and [b] the criteria (reasons why) used by the student to justify their selection. The paper should demonstrate the students’ ability to apply the relevant and critical course tools from Chapter 4—Corporate Social Responsibility and Global Corporate Citizenship of the course’s textbook.

- **The Current Issue Research #3 Paper:** For this assignment, the course session is conducted in the School’s Investment Strategy Institute. The students prepare a one-page (maximum) report based on their research in the Institute for the socially screened mutual fund provided to them. The primary emphasis for their report is to provide a convincing argument as to why Dr. Weber, specifically, should purchase this mutual fund. The rationale must include both financial, as well as social, arguments.

Executive Compensation Design Project

Introduction to Corporate and Partnership Taxation.

While it is very popular to discuss Corporate Social Responsibility, it is another to actually incorporate strong values into everyday business practices. This project provides students with this opportunity. As part of a corporate tax return assignment, students must select a minimum of three performance metrics on which the CEO's incentive award shall be based. The measures must be quantifiable, but may otherwise link the CEO's compensation to whatever metric the student deems appropriate. This allows the student to set the corporation's "tone at the top," while requiring that each student find or develop a reasonable method for implementation.

PRINCIPLES 1-3: This project presents students with one method that may be used to help develop a corporate culture based on strong values, i.e., a framework for putting values into practice. This simple project requires each student to evaluate corporate values and societal responsibilities, identify that which s/he feels is most important, and detail a method of implementation.

Graduate Course Highlights

Accounting for Decision Makers

Students develop a deeper understanding of the accounting cycle used in companies to produce both internal and external financial information. Special emphasis is placed throughout the course on understanding, analyzing and interpreting financial statements and related information. Additionally, students are introduced to decision making tools such as ratio analysis and challenged to utilize them to critically evaluate financial information and make effective decisions. The basics of corporate sustainability reporting are also covered.

Applied Statistics

Students learn how to apply statistical methods of inference, produce and interpret statistics that attempt to answer typical business questions, and use probability theory and statistical methods to draw conclusions. Utilizing datasets that involve environmental, social and governance reporting (e.g., Bloomberg, Trucost), students measure the costs versus benefits of different business strategies. As such, this course places heavy emphasis on the application of statistical techniques to business problems and the interpretation of results for a non-technical audience.

Business Ethics and Global Responsibility

Students are introduced to the School's policy on ethical behavior and learn the basic ethical decision-making skills necessary to recognize, evaluate and resolve ethical conflicts. Emphasis is placed on common ethical challenges facing graduate students in the classroom and at work.

This course provides an analytical framework for students to use when grappling with sustainability-focused, ethical dilemmas in subsequent core and elective courses in the graduate program and in their professional business careers. An additional goal of this particular course is to emphasize the link between ethics and sustainable development and the challenges managers face to maintain a concern for both in the current business environment.

Sustainable Business Practices Project I

This course features a live problem-solving case project with a real-world client. It introduces proven IDEO design thinking and project management methodologies while tying theory to practice across the curriculum. Aligned to Principles for Responsible Management Education (PRME), the course requires students to interact with managers of business corporations and explore jointly effective approaches to the ethical management of social, environmental, financial, and informational resources. Students interface with clients on three occasions: (1) at the outset when the client presents the challenge and desired outcomes, (2) at mid-point to provide a status report and ask questions about context, data and expectations; and (3) at the end to present solutions to the client management team. Students represent Duquesne University as professional consultants, and faculty serve as managing directors of the engagement. With guidance and coaching, students audit and analyze the client's internal/external situation, drivers and risks; identify problems and opportunities; evaluate return on investment from alternative courses of action; and recommend solutions for short- and long-term prosperity. Within student teams, individuals develop skills as project manager, researcher, analyst, writer, speaker and peer coach. Performance evaluation includes 360-degree feedback from the client team, faculty and peers.

Systems Thinking and Managerial Decision Tools

The primary responsibility of all managers is to make decisions in situations in which there are multiple competing objectives. This course introduces students to a set of tools that can be applied to scenarios in a variety of business environments. It also introduces and addresses the challenges of making decisions within the context of complex business systems with multiple stakeholders and short- and long-term social, environmental, and economic consequences.

Specifically, this set of tools includes optimization methods, Monte Carlo simulation, multi-criteria decision analysis, decision trees, and causal loop diagrams. The analysis is conducted using Excel, various Excel add-ins for advanced analytics, and causal loop diagramming software. These analytical tools are applied to scenarios that include social, environmental, and economic considerations. Subsequent courses in the program will utilize these analytical methods within their specific decision environments.

Strategic Sustainability and Models

Strategic sustainability advances students' managerial skills for identifying, researching, evaluating and communicating innovative opportunities involving the efficient and effective management of financial, environmental and social resources. Building on our commitment to the Principles for Responsible Management Education (PRME), and Global Compact, this course experience serves as a foundation for strategic sustainability, models and tools integration across the curriculum. Students work individually, and in teams to frame problems, research and develop training seminars, and manage resources for assigned topics. The focus is inspiring innovation, and creating competitive advantage – both short and long term – for organizations. Deliverables include presentations of mini training seminars to peers, life cycle assessment, enterprise strategic sustainability assessment, along with participation in case analysis, and class discussions while applying critical thinking to identify productivity gains, cost savings, revenue increases, and profit growth when implementing sustainable business practices. The course is taught as a seminar where sharing learning, best practices and sustainability knowledge across teams and individuals enables all to gain insight to emerging issues beyond the scope of a single entity. Students work within an integrated curriculum to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to value both short- and long-term prosperity. Students independently learn about, apply, and reflect on proven models and methodologies while honing their skills as a researcher, analyst, writer, and speaker.

Managerial Economics

The course emphasizes the integration of microeconomic theories and tools from a managerial perspective. The applied aspect of the course comes from analyzing case studies and studying empirical evidence of the theories. Topics include both traditional topics in microeconomics (quantitative demand analysis, elasticities, production and costs, market structures and profit maximization), in addition to advanced topics (game theory and pricing strategies). The presence of production externalities results in economic, social and environmental consequences. As a result, it is important that social costs be compared to private costs.

Financial Management

Financial Management is about the decisions firms make regarding (a) the acquisition of business resources, both tangible and intangible, (b) the management of these resources, and (c) the financing of their acquisition. In surveys of Chief Financial Officers, an overwhelming majority cite corporate culture as the single most important factor in creating value. The Finance function is seen to promote effective culture by exemplifying accountability, integrity and transparency, by providing analytical tools for superior execution, and by focusing employees on long-term objectives.

Finance embodies important aspects of sustainability because it is based on objective benefit/cost analysis with the goal of maximizing shareholder wealth while simultaneously considering the impact of decision on other stakeholders. It is nearly always the case that what is good for stakeholders generally also results in long-term shareholder wealth maximization. Through problem solving and case analysis, students obtain a sound foundation in the application of financial decision-making tools toward the goal of optimizing the firm's long-run viability. Topics covered include valuation, cost of capital, financial planning and forecasting, capital budgeting, risk and return, and options and/or international corporate finance.

Sustainable Business Practices Project II

This course advances students' skill sets for solving contemporary problems and managing financial, social, and environmental resources – efficiently and effectively. Building on readings and methodology from Sustainable Business Practices Project I and our commitment to the Principles for Responsible Management Education (PRME), this course offers a proving ground for applying theory and models from across the curriculum. Taught as a seminar for sharing learning, best practices and knowledge across teams and clients, the course requires all students to examine issues beyond their project scope and client concerns. Students work in teams to frame problems, develop solution paths, and manage projects from conception to completion for an assigned client. The focus is on improving processes, inspiring innovation, and creating competitive advantage – both short and long term – for real world organizations. Client deliverables include a formal presentation to the client management team and an analytical report with recommendations that will lead to productivity gains, cost savings, revenue increases, and profit growth when implemented by the client. Students function as professional consultants, working closely with a client organization to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to recommend solutions for short- and long-term prosperity. Students apply proven models and methodologies and hone their skills as a project manager, researcher, analyst, writer, speaker and peer coach.

Managing Information

Today's businesses leverage information technologies and systems to achieve corporate objectives. As information systems have become critical to the success of modern business organizations, knowledge of information systems has become a key success factor for all business professionals within a firm. In stark contrast to the past, present-day improvements in information technology serve to fuel global business opportunities and transform many business processes. Going forward, information systems are expected to play an increasingly pivotal role in the implementation of business strategies designed to gain competitive advantage. This course emphasizes the conceptualization of information systems as structured technology configurations that work collectively to serve the information needs of a firm.

Students will build skills sought after in today's workplace through comprehensive and integrative coverage of essential new technologies, information system applications, and the impact of technology on business models. A special emphasis is placed on information technology initiatives which support the social aspects of sustainability (e.g., organizational behavior, planning and reporting) as well as the economic and environmental aspects (e.g., energy informatics and material consumption). Upon completion of this course, students are well positioned to understand, participate in, and eventually lead management discussions involving decisions regarding their firm's information systems.

Supply Chain/Operations Management

Students are introduced to the operations of sourcing, planning, making, and delivering high quality goods and services through efficient transformation processes that use labor, materials, information, and cash to increase value to the various stakeholders. The transformation processes studied are scientific, ethical, sustainable, socially acceptable and in line with the Global Compact's supply chain principles.

Managing People for Sustained Competitive Advantage

This course examines the ways in which leaders, managers, and employees can improve employee performance and commitment – key factors underlying competitive organizations. Guided by an examination of contemporary research and real-world cases, students will develop the knowledge and tools needed to help them navigate the opportunities and challenges inherent in managing themselves and others to generate enduring social and financial value, while incorporating long-term sustainable business objectives into the vision for the firm. The social and financial pillars of the triple bottom line are central to the course, which is focused on improving employee performance and commitment because doing so not only creates internal social value but importantly provides the kind of organizational differentiation that enables the creation of financial value. The environmental pillar is brought into the course through cases.

Marketing Management

This course examines the role of marketing in creating exchanges that satisfy consumer and organizational objectives thereby creating value for the firm. The course focuses on formulating and evaluating marketing strategies. Students learn how marketing mix decisions – product, place, promotion and price – are made as part of a cohesive strategy. Contemporary concepts and theories are presented with a focus on analytical and financial models that will assist marketing managers in making better decisions. Emerging perspectives on strategic sustainability, marketing management and the impact of digital media are also emphasized.

Strategic Innovation Management

This course integrates themes from business strategy, technology and innovation management, and entrepreneurship to help students acquire the knowledge and skills needed to convert entrepreneurial opportunities into strategic actions. Students are exposed to the corporate venturing/entrepreneurial process - from opportunity recognition and evaluation to business planning and implementation. This course improves students' strategic & entrepreneurial mindset with an emphasis on developing and leveraging capabilities related to sustainability.

Leading Change in Sustainable Enterprises

This course helps students obtain the knowledge and skills to lead organizational change necessary to create a sustainable enterprise. Students focus on theories, concepts, and applications that allow them to successfully initiate, analyze and implement organizational changes in the context of sustainability issues. Students are exposed to the following change management and sustainability topics: change leadership processes, the skills that leaders need to make positive change, barriers to change, tools to identify and implement a sustainable business change, and the roles of the various participants in the change process.

Professional Development Practicum

This course is presented in a series of seminars offering practicum experiences for professional and career development designed to build a career management skill set and core competencies. Invited industry experts and professional practitioners provide students with enriching perspectives and opportunities for networking. The course is designed to build a career management skill set that will assist the student in obtaining a professional position upon graduation as well as to be utilized throughout the progression of his/her career.

Sustainable Business Practices Project III

This course is the capstone experience of our 12-month MBA Sustainable Business Practices program — an opportunity to integrate learning from coursework, consulting, international travel and professional development on a systemic level. The course deliverable is a strategic plan for mission-driven change. Focus is on innovation for competitive or reputational advantage. As part of this engagement, students will work directly with client personnel at their offices, reporting to work on an agreed-to schedule. Students conduct primary research to identify problems and opportunities and assess tolerance for change. Students analyze internal/external drivers and risks relative to organizational vision and goals, applying methodologies from across the curriculum, including first and second semester courses.

Global Business – Study Trip (10-day trip over Spring Break)

This course focuses on the global environment of contemporary business. Students will consider the rationale for conducting business internationally and the various issues that complicate decision making in a global context. The course will pay specific attention to the cultural, social, environmental, and legal differences that affect international transactions and the development of collaborative partnerships.

Innovative MBA Sustainability Courses and Faculty Win Awards

Dr. Robert Sroufe, the Thomas J. and Marie C. Murrin chair of global Competitiveness in the Palumbo-Donahue School of Business has received the following awards for his innovative teaching within the MBA Sustainable Business Program.

- Production and Operations Management Society (POMS) Wickham Skinner Teaching Achievements Award, 2019.
- Academy of Management Organizations & Natural Environment (ONE) Division Inaugural Teaching Award, 2018.

Within the MBA-SBP Program, we use the book published by Emerald Press, *Integrated Management: How Sustainability Creates Value for Any Business*, as one way to integrate information across business disciplines, and the live project consulting courses. This book has also been recognized internationally.

- Responsible Research in Management Award, co-sponsored by the International Association for Chinese Management Research (IACMR) and the Community for Responsible Research in Business Management (RRBM), 2020.

The Institute for Sustainable Business Innovation was recognized for its accomplishments by the Sustainable Centers Community.

The Institute was recognized because a book used in the MBA Sustainable Business Practices program—*Integrated Management: How Sustainability Creates Value for Any Business* by Dr. Robert Sroufe—was awarded the [2020 Responsible Research in Management Award](#).

Institute for Sustainable Business Innovation

The *Institute for Sustainable Business Innovation (ISBI)* embraces the School's fundamental pillars of excellence:

Pillar #1: Business Practice

The ISBI includes a flexible classroom for sustainability-related courses, a multi-purpose room for student-faculty project work, and display technologies to illustrate building performance. Experiential learning opportunities throughout the program encourage students to challenge assumptions and conventional thinking by:

- Learning how to integrate sustainability in all dimensions of business from top-ranked faculty
- Developing innovative solutions for organizations with hands-on consulting projects that integrate the triple bottom line
- Gaining a global perspective on sustainability with international study trips
- Advancing your career with resources that will prepare you for success. Our sustainability consulting project and practicum courses offer an unparalleled proving ground for solving complex, real-world problems related to the ethical management of financial, social, environmental and informational resources.

Pillar #2: Thought Leadership

By cultivating cross-functional faculty strengths, the Institute will magnify our reputation for scholarship and teaching excellence in all critical areas that hundreds of business schools endorsed in signing the six Principles for Responsible Management Education (PRME).

Pillar #3: Distinctive Education

The *mission* of the ISBI is to focus on the broader challenges that have risen to the top of C-Suite agendas, notably quantification of social and environmental assets and risks, analysis/dissemination of data for evidence-based decision-making, and leveraging sustainability for innovation and competitive advantage. We cultivate integrated management and cross-functional strengths focusing on materiality, applied learning and the dissemination of research.

All students in the MBA Sustainable Business Practices program complete three consulting engagements consisting of two projects and a practicum. Applying theory from across the curriculum, students help clients reduce costs, improve processes and enhance competitiveness. Students take on management challenges such as developing environmental profit and loss statements, calculating ecological footprints, creating revenue streams from waste, creating new product/service launch plans, analyzing global water scarcity risks, and reducing costs and footprint associated with greenhouse gases.

The Institute for sustainable Business Innovation (ISBI) finds new impacts, indoor air quality, and value in existing building:

Every building has the potential to change the world. Existing buildings consume approximately 40 percent of the energy and emit nearly half of the carbon dioxide in the US each year. We are finding that indoor air quality is up to four times better than outdoor air quality. In recognition of the significant contribution of buildings to climate change, the idea of building green has become increasingly popular. Few realize the value in existing buildings and how you can get to “zero energy” or low-energy consumption through deep energy retrofits.

Research by faculty, students, and alumni within our business school enable Rockwell Hall to be a living laboratory for data analytics and integrated management that includes and assesses the financial, environmental and social performance of investments to find integrated bottom line results. For every dollar invested in a building, we can now demonstrate the environmental and social benefits of the investment with no increase in costs while simultaneously reducing environmental impacts and improving indoor air quality. Existing buildings can and should have goals of zero energy and be retrofit to reduce environmental impacts that contribute to climate change, while simultaneously reducing operational costs, improving human health and productivity for building occupants.

MBA Sustainable Business Practices Study Abroad

One of the strategic goals in the Palumbo-Donahue School of Business 2025 Strategic Plan is to “Offer distinctive Educational Programs that Deliver Transformative Impact” and the “Practical Wisdom” sought by organizations. Imbedded within this goal are several learning themes including a “sustainability mindset” and “cultural intelligence.” Students enroll in a Global Business Course and integrated study trip (Spring).



This course focuses on the global environment of contemporary business. Students consider the rationale for conducting business internationally and the various issues that complicate decision-making in a global context. The course pays specific attention to the cultural, social, environmental, and legal differences that affect international transactions and the development of collaborative partnerships.

A primary focus of the course is developing students' cultural intelligence in order to bridge cross-national differences in business perspectives and practices.

Field work centers on gaining a greater understanding of how economic, political, social and cultural factors impact sustainable business practices. Perspective is gained through experiential projects and dialogue with corporate, academic and governmental partners abroad.

In 2019 and 2020, MBA-SBP students traveled to Spain to explore sustainability initiatives internationally. This full-immersion international experience included workshops and case studies with faculty and students at the IESE School of Business, University of Navarra in Barcelona.

At IESE students participated in the Doing Good, Doing Well Conference and interfaced with students, faculty, and business and community leaders to address pressing sustainability issues and explore innovative solutions.

Below are a couple examples of the projects that the MBA-SBP completed for our corporate partners in Spain:

JLL - Jones Lang Lasalle Espana (2020) provides real estate services. The company offers property management, architecture, planning and project management, investment management, and various other services. **Jones Lang Lasalle** serves real estate owners and tenants throughout the world. Students looked at sustainability practices in real estate to identify the greatest challenges, and KPI's to measure sustainability of buildings. Students supplied the company with information on the best sustainability practices in Spain and around the world.

AMADEUS (2020) is a travel technology company that builds the critical solutions to help airlines and airports, hotels and railways, search engines, travel agencies, tour operators and other travel players to run their operations and improve the travel experience globally. The student project focused on the airline industry and the impact of air travel on the planet. In particular, we looked at areas of fuel emission, flight capacity, and plane queuing. The main focus was to segment the passenger market by age groups and determine trends and preferences in this space.

ESTEVE (2019 and 2020) is a Spanish international pharmaceutical company headquartered in Barcelona. Since its founding in 1929, Esteve has extended its commercial activity to more than 100 countries around the world. In 2019 the student project was to prepare a network of potential stakeholders to approach before reaching the market, and to propose a patient advocacy program for one of Esteve's projects: a gene therapy to treat a rare disease named Sanfilippo A Syndrome. In 2020, Esteve merged with a German pharmaceutical company, Riemser.

The student project was to look at the sustainability practices in both companies and identify cultural and reporting differences between the two companies that would create a challenge with the merger. The project also involved the creation of a company communication plan to address the identified challenges.

COVESTRO AG (2019) is a German company which produces specialty chemicals for heat insulation foams and transparent polycarbonate plastics. Covestro is Bayer spin-off formed in the fall of 2015. The students completed two projects for Covestro focusing on the following:

1. Renewable Energy – students researched alternative renewable energy sources such as solar, hydroelectricity and wind technologies.
2. Refugee Crisis and Affordable Housing – students investigated the scope of the refugee crisis in Europe, focusing specifically on Spain and presented affordable, efficient, sustainable housing options for this population.

SCYTL (2020) is a worldwide leader in secure electronic voting, election management and election modernization solutions. Being a relatively young company, founded in 2001, they did not have a Corporate Social Responsibility (CSR) strategy. The focus of this project was to provide suggestions for a CSR strategy and create a "next steps" for rolling out the CSR plan. The student plan was so compelling, that the HR Director for Scytl asked us to use it for internal presentations.

MBA Case Competitions

Case Competitions – All MBA-Sustainable Business Practices' students gain real world experience and hone their business skills by participating in at least one MBA level case competition. In 2019, all MBA-SBP students participated in the **Aspen Business & Society International MBA Case Competition**, which “offers a singular opportunity for students from 25 business programs worldwide to reflect on the significant influence - and potential for good - that a well-managed business can have in society.”



Duquesne teams have earned a top place in this competition seven times over the eleven years that the competition existed with a third-place finish in 2018 and a fourth-place finish in 2019. In late 2019, the Aspen Institute made the decision to discontinue the competition.

Most students participate in at least one additional competition such as the Nespresso Sustainability MBA Challenge, Penn State University Smeal MBA Sustainability

Case Competition, U.S. Chamber Foundation MBA Case Competition and the Net Impact Up to Us competition.

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.

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Turner, T., & Gianiodis, P. T. (2018). Why entrepreneurship programs for engineers fail. *Harvard Business Review*.

Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*.

Articles in Proceedings

Girju, M., Moore, K., & Walker, D. (2020). Situational Differences in Snack Behaviors. *AMA Marketing and Public Policy Conference*.

Moore, K., Walker, D., & Girju, M. (2020). Snack Attack: What are Americans Snacking On? *American Marketing Association Winter Educators' Conference*.

Craciun, G. (2020). Online Social Networks Disclosure: The Effect of Choice Defaults on Maximizers' Propensity to Share Personal Information. *AMA Winter Educators' Conference*.

Cheng, C., Sapkota, P., & Yurko, A. (2019). An Empirical Examination of Corporate Effective Tax Rates Using Data Analytics: Evaluation of Firm-Level and Industry-Level ETR Trends. *American Taxation Association, Mid-Year Meeting*.

Yurko, A., Cheng, C., & Morris, M. (2019). The Marriage Tax Penalty and Johnson v. U.S.: Time for a New Challenge. *AAA Journal of Legal Tax Research Conference*.

Fullerton, S., McCall, M., & Dick, R. (2019). The Twelve Beneficiaries of Legalized Sports Betting: An Exploratory Assessment. *AMTP*.

Craciun, G., Zhou, W., & Shan, Z. (2019). No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness. *A MA Winter Educators' Conference*.

Craciun, G., & Moore, K. (2019). Personality and Fear of Missing Out as Predictors of Instagram Usage and Social Networking Addiction. *AMA Marketing and Public Policy Conference*.

Craciun, G., & Moore, K. (2019). Credibility of Negative WOM Reviewer Gender, Reputation and Emotion Effects. *AMA Winter Educators' Conference*.

Yurko, A., Cheng, C., & Crumbley, D. L. (2019). Marriage or Money: New Evidence of the Disproportionate Influence of the Dual-Earner Marriage Tax Penalty. *American Accounting Association Mid-Atlantic Region*.

Nelson, C. A., & Brown, J. (2019). Trust Recovery in the Buyer-Seller Relationship: Equity Perspective. *National Conference in Sales Management*.

Craciun, G., & Moore, K. (2019). Credibility of Negative Word-of-Mouth: Gender, Reputation, and Emotion Effects. *American Marketing Association Winter Educators' Conference*.

Abboushi, S. (2019). Challenge of Negotiating NAFTA. *American Society of Competitiveness*.
Bozan, K., & Berger, A. (2019). Revisiting the Technology Challenges and Proposing Enhancements in Ambient Assisted Living for the Elderly. *Hawaii International Conference on System Sciences*.

Bin Afzal, M., Cravens, D., & Bozan, K. (2019). Key Challenges in Quantitative Research: Rationality, Consistency, and Application of Quantitative Measurement. In Section is Chaired by: Elizabeth Rasnick (Ed.) *Southeast Decision Sciences Institute Annual Conference*.

Cheng, C., Sapkota, P., & Yurko, A. (2019). An Empirical Examination of Corporate Effective Tax Rates Using Data Analytics: Evaluation of Firm-Level and Industry-Level ETR Trends. *American Accounting Association Mid-Atlantic Region*.

Sroufe, R. P., & Gopalakrishna, V. (2018). Top Management Influence on Social Sustainability and Performance. *Production and Operations Management Society*.

Craciun, G., & Moore, K. (2018). Inferences From Happy and Angry Online Reviews: The Moderating Role of Reviewer's Gender. *American Marketing Association Winter Educators' Conference*.

Moore, K., Walker, D., & Laczniak, R. (2018). Restrained Eaters & OBESITY: An Eye Tracking Perspective. *Marketing and Public Policy Conference*.

Craciun, G., & Moore, K. (2018). Gender Biases in Online Word of Mouth. *Society for Consumer Psychology Conference*.

Sroufe, R. P. (2018). Integrating Sustainability into Supply Chain & Operations Management Pedagogy. *Production and Operations Management Society*.

Ronkartz, K., Dick, R., Atwater, C., Baker, R., & Esherick, C. (2018). Measuring the Effectiveness of NBA Marketing Techniques: A Comparison Between Small and Large Market Teams. *American Marketing, Theory, and Practice Conference*.

Bozan, K., & Mooney, D. (2018). Intervention Study on the Effect of Training and Support on Perceived Level of Patient Portal Ease of Use Among the Elderly. *Hawaii International Conference on System Sciences*.

Girard, T., Anitsal, I., Anitsal, M. Meral, & Dick, R. (2018). The Recent Trends and Best Practices for Designing Blended/Hybrid/Flipped Courses in Higher Education. *American Marketing, Theory, and Practice Conference*.

Li, Y., Sui, S., Kannan, Y., & Rau, S. (2018). Revisiting Corporate Real Earnings Management and Subsequent Stock Price Crash Risk: Evidence from China. *Academy of Business Research*.

Cheng, C., Crumbley, D. L., Enis, C., & Yurko, A. (2018). Income or Taxes: Survey evidence on the marriage tax penalty and marriage bonus on couples' marriage decisions. *Behavioral Tax Symposium*.

Sroufe, R. P., & Gopalakrishna, V. (2018). The Mediating Effects of Social Sustainability on Employee Engagement Practices and Performance. *Academy of Management Annual Meetings*.

Geiger, M., & Geiger, M. (2018). Gender, justice, and trust in supervisor: A moderated-mediation model predicting OCB. *Academy of Management*.

Hartzel, K., & Spangler, W. (2018). Managing IT Implementation Risk: A Model from High Reliability Organizations. *International Association of Computer Information Systems*.

Bozan, K., & Berger, A. (2018). The Effect of Unmet Expectations of Information Quality on Post-Acceptance Workarounds among Healthcare Providers. *Hawaii International Conference on System Sciences*, 51.

Bozan, K., Lyytinen, K., Rose, G., & Mount, G. (2018). The Changing Landscape of Software Development: Building Schools of Goldfish, not Thoroughbreds. *Special Interest Group on Systems Analysis & Design (SIGSAND) Symposium*.

Crumbley, D. L., Cheng, C., & Yurko, A. (2018). Caterpillar and Economic Substance: Tax Avoidance or Fraud. *American Accounting Association Annual Meeting*.

Kane, A. A., Kiesler, S., & Kang, R. (2018). Inaccuracy blindness in collaboration persists, even with an evaluation prompt. *Conference on Human Factors in Computing Systems (CHI)*, 1-9.

Guskey, A. (2018). Diary of a Senior Marketing Professor: *NABET*.

Hartzel, K., & Spangler, W. (2018). Managing IT Implementation Risk: A Model from High Reliability Organizations. *International Association of Computer Information Systems*.

Dick, N., Ciletti, D., & Dick, R. (2018). Developing Reciprocal Partnerships through Community-Engaged Services Learning. *NABET*.

Bozan, K., & Gewald, H. (2018). How can technology enhance elderly adherence to self-managed treatment plan? *Information and Communication Technologies Conference*.

Gianiodis, P. T., Murthy, R., & Ettl, J. (2018). Mergers & acquisitions, R&D, and crowd sourcing: Substitutions or complements? *World Open Innovation Conference*.

Books, Monographs, Compilations, Manuals

Wasieleski, D., & Weber, J. (Ed.). (2019). *Business and Society 360: Business Ethics*.

Chapters, Cases, Readings, Supplements

Sroufe, R. P., & Melnyk, S. (2019). The Critical Relationship: Sustainability and Performance Measurement Management. In Edited by Joseph Sarkis (Ed.), *Handbook on Sustainable Supply Chain* (pp. 20). Edward Elgar.

Weber, J. (2019). Managing Public Issues and Stakeholder Relations. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Corporate Social Responsibility and Citizenship. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Ethics and Ethical Reasoning. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Organizational Ethics. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Business-Government Relations. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Influencing the Political Environment. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). The Role of Technology. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Regulating and Managing Technology. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Managing the Public and the Corporate Reputation. *Business and Society*. McGraw-Hill/Irwin.

Houghton, R., Parker, K., Davey, W., & Bozan, K. (2018). Approaches for Addressing Student Barriers to Collaborative Learning Success. In Jared Keengwe (Ed.), *Handbook of Research on Mobile Technology, Constructivism, and Meaningful Learning* (pp. 23-43). Hershey, PA: IGI Global.

Weber, J., & Wasieleski, D. (2018). Introduction to Corporate Social Responsibility. *Business and Society 360: Corporate Social Responsibility* (pp. 5). Emerald Group Publishing.

Weber, J., & Wasieleski, D. (2018). Introduction to Corporate Social Responsibility. *Business and Society 360: Corporate Social Responsibility* (pp. 5). Emerald Group Publishing.

Paper Presentations

Craciun, G. (2020). *Online Social Networks Disclosure: The Effect of Choice Defaults on Maximizers' Propensity to Share Personal Information*. AMA Winter Educators' Conference, San Diego, California.

Atkins, R. & Sener, A. (2019). *A simulation for managing retail inventory using RFID and bar code technology*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.

Atkins, R., Gianiodis, P., & Tworoger, T. (2019). *Sola Salon Studios: Managing the challenges of growth in the sharing economy*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.

Atkins, R. D. & Drake, M. J. (2019). *An Inquiry-Based Learning Exercise for Teaching Inventory Management*. Production and Operations Management Society (POMS) Annual Conference, Washington, District of Columbia.

Atkins, R. D. & Drake, M. J. (2019). *An Inquiry-Based Learning Exercise for Teaching Inventory Management*. Council of Supply Chain Management Professionals Academic Research Symposium, Anaheim, California.

Craciun, G., Zhou, W., & Shan, Z. (2019). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. AMA Winter Educators' Conference, Austin, Texas.

Craciun, G. & Moore, K. (2019). *Credibility of Negative Word-of-Mouth: Gender, Reputation, and Emotion Effects*. American Marketing Association Winter Educators' Conference, Dallas, Texas.

Craciun, G. & Moore, K. (2019). *Credibility of Negative WOM. Reviewer Gender, Reputation and Emotion Effects*. AMA Winter Educators' Conference, Austin, Texas.

Dick, R., Ronkratz, K., & Schwarz, E. (2019). *A Historical Study of Measuring the Effectiveness of the NBA Marketing Techniques Used to Increase Home Game Attendance for the 2018-2019 Season*. Sports Marketing Association, Chicago, Illinois.

- Drake, M. & Atkins, R. (2019). *An inquiry-based, partial information exercise for teaching inventory management*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.
- Favreau, C. & Garvey, R. (2019). *Locked and Crossed Quotations in Modern U.S. Equity Markets*. Financial Management Association, New Orleans, Louisiana.
- Geiger, M. & Oranburg, S. C. (2019). *Underrepresented groups and venture funding: An examination of funding raised through equity crowdfunding in the US*. Babson College Entrepreneurship Research Conference, Wellesley, Massachusetts.
- Gianiodis, P. T., Brown, J., & Santoro, M. (2019). *A stakeholder perspective of co-opetition: Lessons for sustainability in the co-creation of value*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.
- Gianiodis, P. T. & Wasieleski, D. (2019). *Discovering Moral Opportunities: Exploring Moral Imagination in Entrepreneurship*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.
- Gianiodis, P. T. & Chen, W. (2019). *Urban grand challenge: Scaling entrepreneurial ventures in the Hill District of Pittsburgh*. Johns Hopkins Symposium on Free Market Solutions to Urban Grand Challenges, Baltimore, Maryland.
- Moore, K. & Craciun, G. (2019). *Personality and Fear of Missing Out as Predictors of Instagram Usage and Social Networking Addiction*. AMA Marketing and Public Policy Conference, Washington, District of Columbia.
- Oranburg, S. C. & Geiger, M. (2019). *Do female investors support female entrepreneurs? An empirical analysis of angel investor behavior*. Babson College Entrepreneurship Research Conference, Wellesley, Massachusetts.
- Ozturk, P. (2019). *Improving Crowdsourcing Creativity: The Impact of Crowdsourcing Technology Architecture and Task Knowledge-intensity*. Collective Intelligence, Pittsburgh, Pennsylvania.
- Phelps, A. L., McGee, M., Hicks, J., Anderson, J., & Aakre, J. (2019). *Cheating Lessons: Learning from Academic Dishonesty*. Joint Statistical Meetings, Denver, Colorado.
- Tomlinson, E., Nelson, C. A., & Langlinais, L. (2019). *Cognitive Processes in Trust Repair*. First International Conference on Trust (FINT), St. Gallen, Switzerland.
- Weber, J. (2019). *Breaking Boundaries and Forging a Circle of Trust: Co-Creating a Vision for IABS 2050*. International Association of Business & Society (IABS), San Diego, California.

Yurko, A. (2019). *Presentations for any size classroom: Using rulings and regulations to develop students' research and oral communication skills*. ATA Teaching and Curriculum Conference, Washington, District of Columbia.

Yurko, A. (2019). *Consulting and Expert Witnessing in the Taxation Area*. AAA Forensic Accounting Section Midyear Meeting, St. Louis, Missouri.

Yurko, A., Cheng, C., & Morris, M. (2019). *The Marriage Tax Penalty and Johnson v. U.S.: Time for a New Challenge*. AAA Journal of Legal Tax Research Conference, Washington, District of Columbia.

Bin Azfal, M., Cravens, D., & Bozan, K. (2019). *Key Challenges in Quantitative Research: Rationality, Consistency, and Application of Quantitative Measurement*. Southeastern Decision Sciences Institute (SEDSI), Savannah, Georgia.

Doshi, H., Jacobs, K., & Liu, R. (2019). *Information in the Term Structure: A Forecasting Perspective*. Southwestern Finance Association, Houston, Texas.

Gianiodis, P. & Wasieleski, D. (2019). *Discovering Moral Opportunities: Exploring Moral Imagination in Entrepreneurship*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.

Nagle, B. (2019). *Does Experience Mitigate the Effect of Negative Evidence When Making a Going Concern Decision?* Academy of Business Research, New Orleans, Louisiana.

Nelson, C. A. & Brown, J. (2019). *Trust Recovery in the Buyer-Seller Relationship: Equity Perspective*. National Conference in Sales Management, Jacksonville, Florida.

Wasieleski, D., Steckler, E., & Leigh, J. (2019). *The Business School for a Sustainable World: A Hackathon for New Perspectives on Business Education*. Sustainability, Ethics, and Entrepreneurship, Miami, Florida.

Zhou, W. (2019). *Can You Trust A Mad Woman?* Invited presentation at Facebook Computational Social Science Seminar, San Jose, California.

Caglayan, M., Celiker, U., & Sonaer, G. (2019). *Industry Herding By Hedge Funds*. Eastern Finance Association, Miami, Florida.

Yurko, A. (2019). *Marriage or Money: New Evidence of the Disproportionate Influence of the Dual-Earner Marriage Tax Penalty*. American Accounting Association Mid-Atlantic Region, Pittsburgh, Pennsylvania

Yurko, A. (2019). *An Empirical Examination of Corporate Effective Tax Rates using Data Analytics: Evaluation of Firm-Level and Industry-Level ETR Trends*. American Accounting Association Mid-Atlantic Region, Pittsburgh, Pennsylvania.

- Kollar, R. & Williams, V. (2019). *Data Analytics - Tools & Techniques Integrated into the Accounting Curriculum*. Invited presentation at PICPA, Hershey, Pennsylvania.
- Williams, V. & Kollar, R. I. (2019). *Data Analytics - Tools and Techniques integrated into Accounting Curriculum*. Invited presentation at PICPA, Hershey, Pennsylvania.
- Fullerton, S., McCall, M., & Dick, R. (2019, March). *The Twelve Beneficiaries of Legalized Sports Betting: An Exploratory Assessment*. AMTP, Charleston, South Carolina.
- Abboushi, S. (2018). *The Challenge of Renegotiating NAFTA*. American Society for Competitiveness, Washington, District of Columbia.
- Bhattacharya, D., Kao, Y., & Li, W. (2018). *Industry Experience of Board, CEO, and Acquisition Performance*. 2018 New Zealand Finance Meeting, Queenstown, New Zealand.
- Bhattacharya, D., Li, W., & Rhee, G. (2018). *Does Better Corporate Governance Encourage Higher Payout? Risk, Agency Cost, and Dividend Policy*. Eastern Finance Association Conference, Philadelphia, Pennsylvania.
- Bhattacharya, D., Ya-Yun, K., Li, W., & Rhee, G. (2018). *Industry Experience of Board, CEO, and Acquisition Performance*. Asian Finance Association (Asian FA) Annual Conference, Hong Kong, Hawaii.
- Bhattacharya, D., Hsu, S., Li, W., & Liu, C. (2018). 4. "A Combined Firm's Decision to Hire the Target's Financial Advisor after Acquisition: Does It Pay to be 'Loyal'?". 2018 Taiwan Finance Association Annual Meeting, Taipei, Taiwan.
- Bozan, K. & Berger, A. (2018). *The Effect of Unmet Expectations of Information Quality on Post-Acceptance Workarounds among Healthcare Providers*. Hawaii International Conference on System Sciences, Waikoloa, Hawaii.
- Bozan, K. & Mooney, D. (2018). *Intervention Study on the Effect of Training and Support on Perceived Level of Patient Portal Ease of Use Among the Elderly*. Hawaii International Conference on System Sciences, Waikoloa, Hawaii.
- Bozan, K., Lyytinen, K., Rose, G., & Mount, G. (2018). *The Changing Landscape of Software Development: Building Schools of Goldfish, not Thoroughbreds*. Special Interest Group on Systems Analysis & Design (SIGSAND) Symposium, Syracuse, New York.
- Bozan, K. & Gewald, H. (2018). *How can technology enhance elderly adherence to self-managed treatment plan?* Information and Communication Technologies Conference, Leuven, Belgium.
- Bozan, K. & Berger, A. (2018). *Revisiting the Technology Challenges and Proposing Enhancements in Ambient Assisted Living for the Elderly*. Hawaii International Conference on System Sciences, Wailea, Hawaii.

Cheng, C., Crumbley, D. L., Enis, C., & Yurko, A. (2018). *Income or taxes: Survey evidence on the marriage tax penalty and marriage bonus on couples' marriage decisions*. Behavioral Tax Symposium, Washington D. C., District of Columbia.

Cracium, G., Zhou, W., & Shan, Z. (2018). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. Winter American Marketing Association, Austin, Texas.

Craciun, G. & Moore, K. (2018). *Inferences from Happy and Angry Online Reviews: The Moderating Role of Reviewer's Gender*. American Marketing Association Winter Educators' Conference, New Orleans, Louisiana.

Ettlie, J., Murthy, R., & Gianiodis, P. T. (2018). *Open ambidexterity: M&A versus crowdsourcing strategies*. JPIM Research Forum, Chicago, Illinois.

Garvey, R., Huang, T., & Wu, F. (2018). *Is Faster or Slower Trading Better? An Examination of Order Type Execution Speed and Cost*. Financial Management Association (FMA) Annual Conference, San Diego, California.

Geiger, M. & Geiger, M. (2018). *Gender, justice, and trust in supervisor: A moderated mediation model predicting OCB*. Academy of Management, Chicago, Illinois

Joshi, M., Dillon, P. J., Anand, V., Pearce, C. L., & Manz, C. C. (2018). *The role of values congruence and emotional agency in newcomers' socialization into corruption*. Academy of Management Annual Meetings, Chicago, Illinois.

Li, Y., Sui, S., Kannan, Y., & Rau, S. (2018). *Revisiting corporate real earnings management and subsequent stock price crash risk: Evidence from China*. Academy of Business Research, New Orleans, Louisiana.

Phelps, A. L., Wood, B., Eakin, M., Stephens, M., & Recck, G. (2018). *GAISEing into Introductory Service Courses in Light of Analytics/Data Science*. Joint Statistical Meetings, Vancouver, Canada.

Pike, J. C. (2018). *The Influence of Identification in User Self-Presentation on Success in Mass Collaboration*. ACM Conference on Supporting Group Work, Sanibel Island, Florida.

Sener, A., Barut, M., & Yildirim, M. B. (2018). *Antecedents for supplier performance in Airline Industry: A Bayesian Approach*. Decision Sciences Institute Annual Meeting, Chicago, Illinois.

Sroufe, R. P. (2018). *Integrating Sustainability into Supply Chain & Operations Management Pedagogy*. Production and Operations Management Society, Houston, Texas.

Sroufe, R. P. & Gopalakrishna, V. (2018). *Top Management Influence on Social Sustainability and Performance*. Production and Operations Management Society, Houston, Texas.

- Van Swol, L. & Kane, A. A. (2018). *Language and group processes: An integrative, interdisciplinary review*. Interdisciplinary Network for Group Research (INGRoup), Washington, District of Columbia.
- Wasioleski, D. & Duchamp, D. (2018). *From Transparency to Traceability: Communicative Action Theory and Social Audits*. International Society for the Study of Work and Organizational Values, Trieste, Italy.
- Wasioleski, D. (2018). *Centers for Business Ethics & Responsible Leadership, Humanistic Management, 21st Century Impact*. Academy of Management Annual Meetings, Chicago, Illinois.
- Wasioleski, D. (2018). *Humanistic Management and Ethics Centers*. Invited presentation at Humanistic Management Workshop, New York, New York.
- Weber, J. (2018). *Thinking Big to Improve Lives: How SIM Pioneers Influenced their Students to Improve Others' Lives*. Academy of Management: Social Issues in Management Division, Chicago, Illinois.
- Zhou, W., Shan, Z., & Craciun, G. (2018). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. The Seventeenth Workshop on e-Business (WeB 2018), Santa Clara, California.
- Zhou, W., Craciun, G., & Shan, Z. (2018). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. Invited presentation at International Symposium on Security and Privacy in Social Networks and Big Data, Santa Clara, California.
- Zhou, W., Shan, Z., & Craciun, G. (2018). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. International Conference on Information Systems Pre-Workshop: Workshop on E-business (Web), Santa Clara, California.
- Girard, T., Anitsal, I., Anitsal, M. Meral, & Dick, R. (2018). *The Recent Trends and Best Practices for Designing Blended/Hybrid/Flipped Courses in Higher Education*. American Marketing, Theory, and Practice Conference, Ponte Vedra Beach, Florida.
- Guskey, A. (2018). *Diary of a Senior Marketing Professor*: Northeastern Association of Business, Economics, and Technology (NABET), State College, Pennsylvania.
- Kane, A. A. (2018). *Language use in interacting groups and team*. Invited presentation at Organizational Behavior and Theory Seminar Series at the Tepper School of Business at Carnegie Mellon University, Pittsburgh, Pennsylvania.
- Liu, R. (2018). *Forecasting Bond Risk Premia with Unspanned Macroeconomic Information*. Midwest Finance Association Annual Conference, San Antonio, Texas.

- Nagle, B. & Menk, K. B. (2018). *Learning by Failing: An Investigation of CPA Exam Performance for Candidates Repeating the Exam*. Academy of Business Research, New Orleans, Louisiana
- Ronkartz, K., Dick, R., Atwater, C., Baker, R., & Esherick, C. (2018). *Measuring the Effectiveness of NBA Marketing Techniques: A Comparison Between Small and Large Market Teams*. American Marketing, Theory, and Practice Conference, Ponte Vedra Beach, Florida.
- Kane, A. A. (2018). *Navigating the workplace to become an agent for change*. Invited presentation at Invited presentation at the annual holiday meeting of the Three Rivers Association for Professionals in Infection Control and Epidemiology (TRAPIC), Pittsburgh, Pennsylvania.
- Kane, A. A. (2018). *Working across boundaries*. Invited presentation at Healthcare Businesswomen's Association Event, Pittsburgh, Pennsylvania.
- Williams, V. I. (2018). *Mentorship*. Invited presentation at PICPA, Pittsburgh, Pennsylvania.
- Gianiodis, P. T., Espina, M., & Markman, G. (2018, September). *The entrepreneur-investor-venture (EIV) nexus: What factors influence the decision to fund a new venture?* Strategic Management Society Conference, Paris, France.
- Siquiera, A., Sivasubramaniam, N., & Gianiodis, P. T. (2018, September). *Incorporating Social Responsibility into Strategic Management*. Strategic Management Society Conference, Paris, France.
- Espina, M., Dean, T., Gianiodis, P. T., & Guerber, A. (2018, August). *Social Impact through Entrepreneurial Actions*. Academy of Management Annual Meetings, Chicago, Illinois.
- Sivasubramaniam, N., Muthuswamy, S., Ramaswamy, A., & Kothari, T. (2018, August). *Building & strengthening research partnerships in India*. Academy of Management, Chicago, Illinois.
- Ettlie, J., Murthy, R., & Gianiodis, P. T. (2018, June). *Mergers & acquisitions, R&D, and open innovation: Substitutions or complements?* Innovation and Product Development Management Conference, Porto, Portugal.
- Gianiodis, P. T., Geiger, M., & Thurer, M. (2018, June). *Does stronger IP protection spur new venture creation? Patterns of financial innovation exploitation*. Babson College Entrepreneurship Research Conference, Ireland, Ireland (Northern).
- Gianiodis, P. T., Espina, M., & Markman, G. (2018, March). *The entrepreneur-investor-venture (EIV) nexus*. Sustainability, Ethics, and Entrepreneurship Conference, United States, District of Columbia.
- Gianiodis, P. T. & Wasieleski, D. (2018, March). *The dark side of innovation and entrepreneurship: A multi-level framework*. Sustainability, Ethics, and Entrepreneurship Conference, United States, District of Columbia.

Craciun, G. & Moore, K. (2018, February). *Inferences from happy and angry online reviews: the moderating role of reviewer's gender*. American Marketing Association Winter Educators' Conference, New Orleans, Louisiana.

Craciun, G. & Moore, K. (2018, February). *Gender biases in online reviews*. Society for Consumer Psychology Conference, Dallas, Texas.

PRINCIPLE 5 - Partnership

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



WESCO International Announces Gold Level Sponsorship of Duquesne's Center for Leadership in Professional Selling

We are pleased to announce that WESCO International, Inc. is now a gold-level sponsor of the **Center for Leadership in Professional Selling (CLPS)**. WESCO is a leading provider of electrical, industrial, and communications MRO and OEM products, construction materials, and advanced supply chain management and logistics services.

"As a Pittsburgh-based company we are pleased to expand our relationship with Duquesne University by sponsoring the Center for Leadership in Professional Selling. Technology has dramatically influenced the practice of professional selling and both WESCO and Duquesne have been at the forefront of that evolution. We look forward to our experienced sales professionals engaging with Duquesne students during their education and eventually welcoming them to our organization to apply what they have learned."

- Christine Wolf, WESCO's Senior Vice President, and Chief Human Resources Officer

Read the full article: [Yahoo! Finance](#)



KENCO Implementing Students' Strategic Suggestions in Signature Capstone Course

In Spring 2020, the client for our Signature Capstone Experience course was **KENCO Corporation**—a firm that makes lifting equipment for the construction industry and was founded by our alumnus, Bill Douglas (B'86, MBA '89).

Kenco has grown steadily and has become a go-to company for many types of construction applications with particular success in the transportation construction area. It is now one of the largest providers of heavy equipment attachments in key domestic and international markets. Currently, Kenco is seeking additional business in markets that complement its core construction business.

Our seniors were challenged to integrate everything they have learned at Duquesne to help KENCO address important strategic issues. The four top student teams presented to KENCO executives in late April 2020 via Zoom technology, and they did an outstanding job! KENCO was thrilled with students' suggestions for improving the company's prospects, ranging from new market penetration strategies to improved marketing tactics. In giving students feedback, KENCO executives said they would be implementing key ideas from all four teams. We expect this will result in significant additional revenue for KENCO in the years ahead.



Congratulations to our Student Teams

1st Place Team--\$300 Each

Meghan Armstrong, Brandon Fritze, Leah McMullen, Naim Speaks-Churn, Valerie Steppel, Kylie Tkacs

2nd Place Team--\$200 Each

Michael Backner, Sarah Falcigno, Madison Heim, Evan Lingafelt, Justin Rowlands, Marcus Shutt

3rd/4th Place Team (Tied)--\$100 Each

Liam Gannon, Samuel Gust, Collin Piroch, Emilio Posa

3rd/4th Place Team (Tied)--\$100 Each

Patrick Carr, Caroline Czap, Jaden Gage, John Hargrove, Alexander Slater, Bradley Beckwith

Special thanks to our Participating Faculty, Executives-in-Residence and Judges:

Faculty: Dr. Ryan Luchs, Dr. Nagaraj Sivasubramaniam, Dr. Peter Gianiodis, Dr. Pamala J. Dillon and Scott Metzger - **Executives-in-Residence:** Stu Zolot, Tom Garbe, Tom Ruppel, Sharon Alucino, Mark DeSantis, and Amy Harkins - **Judges:** Dr. Dean McFarlin, Bill Douglas and other senior executives from Kenco Corporation



An Opportunity for Students to Invest in Startups

Through our partnership with **BlueTree Allied Angels**, the region's leading angel investor network, student-run **Duquesne Angels** offers entrepreneurship majors the opportunity to evaluate and recommend potential investment in startup companies seeking early-stage capital.

Duquesne Angels connects directly to our curriculum via our Entrepreneurial Finance course, which provides a platform for entrepreneurship majors to perform due diligence on startups.



In the Spring semester, entrepreneurship majors analyzed two startups for potential investment:

C360 Technologies, Inc. has pioneered original 360 technologies that deliver highest quality non-stitched immersive video products.



Coeo Space, Inc. is re-imagining the commercial real estate industry as an open data technology platform that uses scientific algorithms to quickly match users to available space.

After the students researched and worked extensively with company executives to learn all about these startups, they made due diligence team presentations to the investment committee. Both student teams did an excellent job presenting their assessments of each company. In the end, the Investment Committee made the recommendation to invest \$20,000 in C360 Technologies. We are now in the process of working with the University to make the investment happen!

This is truly a distinctive opportunity for Duquesne students. Dean noted, *“there are over 4,000 colleges and universities in the United States and only a handful provide the opportunity for undergraduate students to be involved in investing real money in startups. Experiences like this are typically offered at the graduate level, but thanks to a generous donor, our undergraduates can make a real difference in helping startups secure the resources they need.”*

C360 Technologies Due Diligence Student Team: Tegan Carr, Matthew Dougherty, Jack Fey, Malcolm Nowlin and Alexander Sinagra

Coeo Space Due Diligence Student Team: Brandon Fritze, Maddie McKeag, Giulia Musumeci, Natalie Rascati and Zachary Wiegand

Investment Committee:

Dr. Dean McFarlin, Dr. Philip Baird, Dr. Peter Gianiodis and Dr. Michele Migliuolo

Institute for Ethics in Business

The Institute for Ethics in Business (IEB) has as its vision to be internationally recognized as a pioneer and leader in business ethics scholarship, education and practice.

The IEB mission emphasizes three pillars:

Pillar #1 – Scholarship/Thought Leadership

To create and disseminate new knowledge in the field of business ethics in ways that establish the school's reputation for excellence as thought leaders worldwide.

Pillar #2 – Curricular Innovation

To become an internationally recognized resource for how business ethics can be taught in higher education.

Pillar #3 – Business Ethics in Practice

To become an internationally recognized resource for “best practices” when it comes to how companies can promote and instill the highest levels of ethical behavior and decision-making throughout the organization.

The IEB's strategic goals, found in its mission statement, emphasize the centrality of ethics at Duquesne and in the School of Business by emphasizing the three-pronged professional approach of education—scholarly/thought leadership, curricular innovation, and influencing business practice. While presented separately, the three pillars and strategic goals of the IEB work in concert with and mutual support of each other. By attending to each of these strategic goals, the three pillars, the IEB has envisioned a path that will enable it to assume the position of an internationally recognized pioneer and leader in business ethics, scholarship, education and practice.

The IEB's 2018-2020 activities include:

- A national Millennials values research project was launched in 2016 where scholars at six Universities across the U.S. agreed to participate in data collection focusing on Millennial personal values orientation. These institutions and the lead investigator include the University of Notre Dame, the University of south Carolina-Aiken, the University of Illinois, the University of Louisiana-Lafayette, the University of St. Thomas (MN), the University of Portland and Duquesne University.
- This national Millennial research emphasis led to two publications: 1) authored by all of the research team and appearing in *Business and Society Review* (2019) and a “spin-off” publication with Jessica McManus Warnell at the University of Notre Dame focusing on “investigating the impact of religious-based universities” (Duquesne University and the University of Notre Dame) mission and values versus those at a public institution (the

University of Illinois) and appearing in *business and Society Review* (2018).

- The next logical sequence in this research was – “go global.” By 2018, participants in the global Millennials research project included: Australia, Belgium, Bulgaria, Canada, France, Mexico, Saudi Arabia, Singapore, and the United States. Manuscripts emanating from this exploration are currently under review at various academic journals exploring (1) the impact of variant degrees of democracy on citizenry’s ethical profile, with Jessica McManus Warnell, University of Notre Dame, and (2) multi-country analysis of Millennials’ personal values and moral reasoning asking if national culture is a stronger predictor than a generational label, with Michael Urick, St. Vincent’s University.

Editorship of Prestigious Journal Housed in the Viragh Institute

Effective in January 2020, the editorship of *Business and Society Review (BASR)*, one of the leading peer-reviewed journals in the business and society field, is now in the Albert P. Viragh (B’27) Institute for Ethics in Business. BASR publishes original research on a wide range of ethical issues. Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics, serves as editor-in-chief, while Dr. Jim Weber, professor of business ethics and management, serves as managing editor. Bringing the editorship of BASR into the School is a tremendous accomplishment and a testament to the impact of our ethics faculty and the Viragh Institute. BASR was founded in 1972 and is published by Wiley.



"It is an honor for us to take over the editorship of this prestigious journal. We intend to continue the fine legacy of BASR as one of the top journals in the business and society field. Under our stewardship, it is our goal to raise its profile and reputation internationally for publishing impactful research."

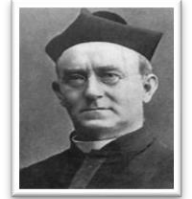
Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics, Executive Director, Albert P. Viragh (B’27) Institute for Ethics in Business

Drs. Wasieleski and Weber selected “Stakeholder Management” as the focus for volume 1, “Corporate Social Responsibility” for volume 2, and “Business Ethics” for volume 3. Volume 4, “Sustainability,” was published in June 2020.

Dr. Jim Weber Appointed Martin Hehir, C.S.Sp. Endowed Chair in Scholarly Excellence



Effective July 1, 2020, Dr. Jim Weber will assume the Hehir Chair for a five-year term ending in June 2025. Appointed by President Ken Gormley, this chair is awarded for sustained excellence in research. Among the benefits enjoyed by the chairholder is a discretionary budget for research expenses. The Hehir Chair is named for Rev. Martin Hehir, C.S.Sp., who was the fourth and longest-serving president of Duquesne (1899-1930) to date. Under his leadership, the Pittsburgh Catholic College became Duquesne University and the School of Business was launched in 1913.



Duquesne University Enters Partnership with Clearway Energy, Inc., to Improve Campus Power Efficiency, Reliability

Duquesne University has finalized the sale of its Tri Generation facility to a subsidiary, Clearway Energy, Inc. and the parties have entered into a 40-year energy services agreement. With this arrangement, Duquesne becomes the second recent university in the United States and the first in Pennsylvania to monetize energy assets via a Tri Generation facility, which allows users to convert excess steam that otherwise becomes waste into reliable energy for electricity, water heating, and cooling.

The strategic partnership creates an arrangement to interconnect the Duquesne System, owned and operated by Clearway, to a neighboring Clearway system. The connection will make operating both facilities more efficient and provide back-up capacity if either system needs to shut down for maintenance or other reasons. The new arrangement will also monetize excess steam capacity currently produced by the plant on Duquesne's campus, unlocking economic value for the University.

The transaction demonstrates ongoing momentum in the higher education sector for schools to monetize their energy assets under public-private partnerships and outsource energy services, allowing them to reinvest in their core missions and services.

"Clearway is an industry leader with vast experience operating combined heat, cooling, and power generating plants across the United States. This partnership will allow Duquesne to focus its resources on its core mission of educating students," said Matt Frist, vice president for finance and business. "Further, this initiative directly aligns with the University's strategic plan and one of the City of Pittsburgh's Eco Innovation District goals aimed at pursuing solutions for district energy within Uptown."

"We are excited to partner with Duquesne to provide efficient and reliable electricity, steam, and chilled water services. Clearway's long-standing presence and continued investment in Pittsburgh's downtown district energy system positioned us to further expand with the addition of the Duquesne System via a planned interconnection to our neighboring system," said Jim Lodge, vice president, business development and strategy, at Clearway. "With the additional capacity of the combined systems, we now have the ability to form a new and modern city-wide district energy system, helping improve resiliency and efficiency for schools, hospitals, and other customers in Pittsburgh."

DUQUESNE UNIVERSITY 2020 **NEW VENTURE CHALLENGE** MAKE IT HAPPEN

Winner Announced for 2020 Inaugural Duquesne New Venture Challenge.

The creator of TalkMeUp—an artificial intelligence (AI) smart coach training software that assists users with improving communication skills—has been named the winner of the Palumbo-Donahue School of Business' inaugural Duquesne New Venture Challenge (DNVC).

The DNVC, a two-stage entrepreneurship challenge open to the Pittsburgh community and beyond, awarded cash prizes totaling \$25,000 to the top five finalists, with a \$10,000 cash prize awarded to the winner – JJ Xu, creator of TalkMeUp.

See more about the Duquesne University New Venture Challenge at duq.edu/nvc

MBA Sustainable Business Practices Consulting Projects and Practicum Consulting Projects 2018-2020

Date	Organization	Objective
2018	Covestro	Research and propose inclusive business opportunities in Mexico with a focus on innovative business models that will help in giving people access to goods, reduction of poverty, advancing social value that can be both viable and profitable in the Mexican market.
2019	EICDA (Citizens' Climate Lobby /Citizens' Climate Education)	Collect Pennsylvania state-level information for the economic costs and benefits for the carbon fee-and-dividend policy; and Update the results of the REMI report.
2019	SOLBridge	Develop financial models for host entities and investors, as well as a structural overview for the special purpose vehicle/entity (SPV/SPE) that would facilitate the relationship between the nonprofit and the investors.
2019	Duquesne Light	Research and benchmark current and future CSR (Corporate Social Responsibility) efforts, reviewing customer data, and benchmarking the industry.
2019	Intelomed	Create scenarios and a plan for engaging stakeholders. To this end, a materiality assessment, prioritization, and outline of what to do and when regarding investors, venture capital, market entry, alignment of UN Sustainable Development Goals, and the development of a value proposition that includes environmental and social value is necessary to take this business into its next phase of development.
2019	TreeCupTea.	Research and analyze the small food maker industry reviewing the question "Considering the ever-changing landscape, what are the forces or trends small food makers need to be aware of to become competitive? Considering distribution, manufacturing, marketing, and the customer base.
2019	412 Food Rescue	Market feasibility study of fee for service business model; while demonstrating how sustainability as part of a business model creates value for this enterprise and community.
2019	Covestro	Provide new research on mattress material circular economy challenges and opportunities in the U.S. providing recommendations for sustainable business models by various cities, counties, states, and nationwide.
2019	Desmond Architects	Research and develop recommendations for start-up Industry 4.0 companies and architects to communicate the value of a new office workplace developing a common language between architects and clients
2019	Winchester Thurston	Rethink energy systems across building locations, find cost savings, and simulate possibilities for renewable energy generation and smart buildings while finding value creation opportunities

2020	Avrio Footwear	Research the best and most efficient way to educate and market the consumer benefits of a sustainable footwear with a positive difference in the global ecology and economy.
2020	Construction Junction	Research the best and most efficient way to educate and market the consumer benefits of a sustainable footwear with a positive difference in the global ecology and economy.
2020	Comcast	Create the business case to retrofit 2 or 3 Comcast Office buildings to be High Performance buildings that meet EnerPHit standards supported by a Sustainability Dashboard by demonstrating economic value and alignment to Comcast values.
2020	U.S. Steel Corporation	Benchmark sustainability reports and establish the framework for a governance structure that would solidify the company's sustainability efforts into the future.

Small Business Development Center (SBDC)

Duquesne's SBDC Helps Small Businesses Cope with COVID-19

Duquesne University's Small Business Development Center (SBDC) has been helping small businesses in Pittsburgh navigate the COVID-19 pandemic.

During the initial two-week lockdown period in March 2020, Duquesne's SBDC:

- Assisted more than 500 businesses dealing with closures
- Helped nearly 120 individuals with loan application processes
- Fielded and responded to on average 30 calls per day
- Developed an overview and process for how businesses can apply for various emergency economic disaster loans
- Offered webinars that have each been filled to capacity ever since

Karl Chapple, owner of Beaver Falls-based [Minuteman Press](#), says that the SBDC has been instrumental in helping his company shift its marketing efforts and adjust its business plan during this uncertain time. [READ MORE](#)

New SBDC Grant-Funding in Response to COVID-19

\$427,000 CARES Act Funding Enables SBDC to Help Small Businesses

The SBDC has been awarded CARES Act funding to expand its services to help small businesses deal with the challenges stemming from business disruption and damage by the current pandemic.

The funding will enable the SBDC to assist local small businesses plan for the post-COVID-19 world, helping them address what they will need to do from a health, organizational safety-prevention and overall industrial perspective.

“With this additional funding, the SBDC will develop a Healthy Workplace Initiative, focusing on programs and services designed to keep employees healthy and safe. The initiative will be structured similarly to industrial healthcare programs for large companies, but will be adapted to small businesses.”

-Richard Longo, Interim Director, Duquesne SBDC

SBDC on TV – June 2020: [Click here to Watch PPP Changes - Our Region's Business | WPXI](#) | Interview with Richard Longo, Interim Director, Duquesne SBDC and Bill Flanagan, Chief Corporate Relations Officer at the Allegheny Conference on Community Development

PRINCIPLE 6 - Dialogue

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



The [Annual Presidential Conference on the Integrity of Creation](#) focuses on Building a Sustainable World. The interdisciplinary conference invites participants from different disciplines to engage each other in civil discourse on a topic related to the general theme of the Integrity of Creation.

The conference series was commissioned by former Duquesne University President Dr. Charles J. Dougherty as an endowed academic event that celebrates the Spiritan mission.

The conference has three goals:

1. To provide a scholarly opportunity to engage established and emerging research on the conference topic
2. To foster interdisciplinary discourse on each topic, such as among science, health, philosophy, religion and policy
3. To enlighten public awareness and discussion of the conference topic

Most Pennsylvanians Would Benefit from the Energy Innovation and Carbon Dividend Act, According to a Duquesne Study

Findings in a new Duquesne University study indicate that most Pennsylvanians would benefit from the implementation of the Energy Innovation and Carbon Dividend Act (EICDA), one of several federal bills being considered by Congress regarding regulations and prices on carbon dioxide emissions.

The revenue-neutral EICDA facilitates a market-driven implementation of clean energy technology to reduce pollution by placing a fee on the importers and producers of carbon-emitting fossil fuels, with heavy polluters paying higher fees. The revenues generated from the fees would then be returned to American citizens in the form of dividends.

Pennsylvania-specific key findings are as follows:

- An estimated 61% of all Pa. households would experience a net financial benefit as a result of the dividend return within the first year-the greatest financial impact being for low-income and family households, particularly in rural areas.
- Pennsylvania would benefit from the generation of an estimated 77,000 jobs by 2025 and 97,000 jobs by 2035.
- The EICDA would create clean energy jobs through incentivizing investment in energy innovation instead of polluting industries-jobs with a mean hourly wage 8-19% higher than the national mean hourly wage.

The 2019 study was produced by Palumbo-Donahue School of Business' MBA Sustainable Business Practices graduate students, under the supervision of Dr. Robert Sroufe, professor of sustainability, operations and supply chain management. The study was also in partnership with the [Pittsburgh Chapter of the Citizens Climate Lobby](#).

The group presented its findings to Pennsylvania delegates to the U.S. House of Representatives in Washington, D.C.

Read the full report [here](#).

Sustainability Green Initiatives

Each year we have multiple industry experts present to our MBA-SBP cohort and other green initiatives that integrate learning within programs and across campus.

John Fillo, Principle consultant at Trinity Consultants presented on Climate Change Strategy and Materiality in Reporting. Mr. Fillo works primarily with program development, management and delivery for Fortune 500 and middle-market companies in petroleum, diversified energy, electric power generation/natural gas supply and T&D, mining/metals, chemicals, industrial manufacturing, pharmaceuticals/biotechnology, financial services, consumer products, telecom, pulp/paper, transportation & logistics, technology, manufactured gas and coal-based synthetic fuels, as well as for federal and state government entities.

Green Building Alliance (GBA) on The Business Case for High-Performance Buildings and the 2030 District in Pittsburgh. More than two decades ago, GBA was a coalition of forward-thinking regional professionals who were interested in green building. The collaboration between them, supported by start-up funding from The Heinz Endowments, created the first nonprofit organization in the country to focus exclusively on the greening of a region's commercial building sector. Twenty-five years later, GBA staff and its partners are still that forward-thinking and passionate group but have now established the organization as a highly credible industry leader with over 1,200 members. Thanks to the hard work and dedication of staff, board, interns, and members throughout the years, the marketplace conversation no longer centers around "What is green building and why should I do it," but more around "What will work best for my needs?" and "What is the next level?" These are conversations that GBA is excited to lead.

Craig Stevenson, creator of AUROS360 technology presented on Smart Buildings and Their Value Proposition. With extensive training and experience in building science, construction, and technology, Craig Stevenson is known for his innovative approaches to building project management. Before leading AUROS Group, he spent 27 years as a construction industry executive, where he led the charge for better estimating, management, and project-delivery methods. His dedication to using technology to drive buildings to ultra-low energy and ultrahigh indoor air quality ultimately led to his creating the AUROS360™ system and co-founding of AUROS Group.

2018 Greenhouse Gas Emissions Inventory Report

The seventh greenhouse gas (GHG) emissions inventory was conducted for fiscal year (FY) 2018. This period began on July 1, 2017 and ended June 30, 2018. Assembled by graduate assistant Abigail Ellert at the Center for Environmental Research and Education (CERE), these findings were compared with those derived from the previous inventories to assess trends in Duquesne University's GHG emissions. Furthermore, this inventory discusses options for reducing Duquesne's carbon footprint in future years. Duquesne University's total GHG emissions for FY 2018 were 52,296.04 metric tonnes carbon dioxide equivalent (MTeCO₂), equaling 5.65 MT eCO₂ per student. This is an 11.68 % increase in emissions compared to FY 2016, which totaled 46,826.58 MT eCO₂. Despite an increase in the amount of purchased Renewable Energy Credits (RECs), emissions are at the highest levels recorded since Duquesne began conducting GHG inventories. This is attributed to a more thorough investigation of emission sources and the change of RECs from Offsets to Renewable Energy, which only counteracts Scope 2 emissions.



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