

# MENDOZA COLLEGE OF BUSINESS

## 2021-2022

### OKR PROGRESS REPORT

For the 2021-2022 fiscal year, Mendoza leadership identified five objectives considered as pillars to the College's mission to improve the human condition in an ever-changing society:

- Emphasize research excellence.
- Engender a diverse, equitable and inclusive culture.
- Enhance the undergraduate curriculum.
- Elevate the Notre Dame MBA and Specialized Master's Programs.
- Engage in strategic planning and continuous improvement.

The following report provides an overview of the College's progress in these key areas by highlighting some of the notable achievements in the past year of faculty, programs, centers, institutes and other related groups forming the Mendoza community. Although not comprehensive, the report documents the innovative work being undertaken all across the College and points toward future efforts as we together seek to Grow the Good in Business.

# #1: EMPHASIZE RESEARCH EXCELLENCE.

## Launched the Ph.D. programs in Management and Analytics.

- Student Enrollment:
  - Four students in the Ph.D. in Analytics Program.
  - Four students in the Ph.D. in Management Program (two in Organizational Behavior subgroup and two in Strategy & Entrepreneurship subgroup).
- Faculty Involvement:
  - Appointed faculty directors Ahmed Abbasi and Jason Colquitt.
  - All tenured faculty in the departments of Management & Organization and most in IT, Analytics, and Operations to support programs.
- Dedicated space:
  - Renovation of space in lower level to provide nine offices and a kitchenette area to be completed in August 2022.

## Launched the Business Ethics and Society Program (BESP).

- BESP Mission:
  - To support interdisciplinary teaching, research and other scholarly activities to further understanding of how business can contribute to integral human development.
- Faculty Involvement:
  - Named Jim Otteson as academic director.
  - Designated three current tenured Mendoza faculty members (Jim Otteson, Ann Tenbrunsel and Rev. Oliver Williams) to serve as program leaders.
  - Successfully hired Mary Hirschfeld, a leading scholar at the intersection of economics, theology and Catholic social thought in the context of business, as part of plans to recruit new, additional tenure-stream faculty for the program. Professor Hirschfeld's appointment is joint between BESP and Theology.
  - Successfully appointed Professor David O'Connor (Philosophy) as BESP's director of Undergraduate Studies, who will oversee development of the proposed new undergraduate minor, "Business and the Common Good."

## Expanded resources for faculty and research.

- Establishment of two research labs:
  - Human-centered Analytics Lab (HAL):
    - Named Rob Easley and Ahmed Abbasi as co-directors.
    - Mission: To better understand the human condition in the context of the digital life of persons.
  - Gaming Analytics (GAMA):
    - Named Nick Berente as the director.
    - Mission: To research the video game business. In particular, the lab is interested in how technical, data-analytic and artificial intelligence elements of gaming interact with humans and organizations. Research focuses on domains such as game design, strategy, decision making and ethical implications of the video game industry.

## #1: EMPHASIZE RESEARCH EXCELLENCE. (continued)

- Expansion of the work of the Mendoza Behavioral Lab (MBL):
  - Provided deeper engagement with firms to expand research outside of student-based samples.
  - Included more novel studies.

### **Hosted academic conferences to support research reputation.**

- CARE Conference 2021: Accounting for Sustainability and Responsible Investing:
  - Held virtual conference held in September 2021 with the goal of setting a research agenda for emerging scholars in the area of accounting and ESG.
  - Brought together accountants, finance-professionals, law-professionals, law-makers, standard-setters, economists, investors and scientists as well as academics from the sciences, accounting, finance, law and economics.
  - In a related project, launched a new academic journal, Accountability in a Sustainable World, in fall 2022.
- Fanning Center hosting of the 41st annual Management Communication Association Conference:
  - Held three-day conference in May 2022 with the theme, "Communicating Tradition and Innovation."
  - Attended by approximately 25 management communication faculty from top business programs around the world who met to discuss and review instructional materials focused on communicating with data, communicating ethics, peer feedback, strategic stakeholder communication, "reverse engineering" presentations and "Giving Voice to Values" case studies.
  - Featured keynote presentations by Barie Carmichael, Senior Counselor & International Advisory Council, APCO Worldwide; Batten Fellow, Darden Business School, University of Virginia, "Building a Speak-Up Culture"; and Bethany Hartley, Chief Strategy Officer, South Bend | Elkhart Regional Partnership.
- Investment Management Conference hosted by NDIGI and the Finance Department:
  - Organized inaugural two-day conference held in Chicago that convened top academics and industry professionals around key issues in the investment management industry.
  - Included participants from 15 universities and 13 investment firms/regulators. There were approximately 50 attendees in total.
  - Featured keynote speakers Maureen O'Hara, Robert W. Purcell Professor of Finance, Johnson Graduate School of Management, Cornell University; and Toby Moskowitz, Dean Takahashi '80 B.A., '83 M.P.P.M. Professor of Finance, Yale School of Management, and Principal, AQR.

## #2: ENGENDER A DIVERSE, EQUITABLE & INCLUSIVE CULTURE.

### **Appointed Kristen Collett-Schmitt as the inaugural Associate Dean for Innovation and Inclusion.**

- Charged the new leadership position with working with leaders across the College to form a more inclusive environment in the College.

## #2: ENGENDER A DIVERSE, EQUITABLE & INCLUSIVE CULTURE. (continued)

### **Proactively recruited faculty and staff members who will help us become a more diverse community.**

- Involved diversity catalysts in the hiring process of every staff exempt position.
  - Exceptions to suggested market availability guidelines were few and made only in unique situations.
- Staff hiring statistics (January 1 – June 30):
  - 26 staff positions posted
    - 22 Exempt Level positions
  - 14 total staff positions filled (12 exempt)
  - Met market availability for females & URM for phone interviews on all tracked exempt searches
    - Women: 9 out of 14
    - Underrepresented Minorities: 2 out of 14

### **Increased focus on engagement and retention, and introducing more programming that promotes equity and inclusion for faculty, staff and students.**

- College Initiatives:
  - Bestowed two Dean's Awards recognizing DE&I efforts to Mendoza teams involved in the Alpha Phi Alpha partnership and the Grow the Good Case Competition.
  - Organized and promoted a Juneteenth event featuring a special speaker.
  - Launched Name Coach app to facilitate name pronunciation and familiarity in January 2022.
  - Established metrics and semi-annual report for Dean's Cabinet for DE&I and Engagement.
  - Prominently featured diverse perspectives in the 2022 Mendoza Business magazine.
  - Included DE&I section in Mendoza Exchange newsletters.
  - Displayed digital slides and banners to commemorate diversity-related events such as the 50th anniversary of undergraduate women's enrollment at ND.
  - Conducted DE&I Pulse survey for staff (May 2021 and January 2022).
  - Focused Spring Staff Town Hall on DE&I data and discussion.
- Specialized Master's Programs:
  - Launched inaugural DE&I Grow the Good in Business Case Competition.
    - Resulted in 30 teams of Specialized Master's students participating.
    - Integrated the competition into interterm for nearly 150 residential Specialized Master's Programs students.
  - Strengthened the quality of admitted students through the Pathway Program with Saint Mary's College and the partnership with athletics.
  - Increased and improved programming for Specialized Master's Council and SMC DE&I Council.
  - Established a professional clothing fund for students who cannot afford business/career attire.

## #2: ENGENDER A DIVERSE, EQUITABLE & INCLUSIVE CULTURE. (continued)

- MBA/Professional Programs:
  - Established a new partnership with Marian University to support URM leadership development.
  - Established new partnership with Alpha Phi Alpha Fraternity, oldest intercollegiate historically African American fraternity, to provide leadership development program.
- NDIGI:
  - In February, hosted its fourth annual Women's Investing Summit (WIS '22) where 100% of the speakers were prominent female executives.
    - Drew 350 attendees over two days with participation from four undergraduate colleges, MBA, EMBA and Specialized Master's Programs.
    - Arranged for the WIS '22 student committee to attend a networking dinner with the sponsors and speakers who were on campus for the Summit.
  - Partnered with the Office of Pre-College Programs to offer a leadership seminar entitled, "The Power of Investing: Financial Literacy and the Miracle of Compound Interest" to high school seniors.
    - Led by Professor Carl Ackermann, students completed an intensive, 10-day seminar covering the fundamentals of finance.
    - Broadened the pipeline of women and underrepresented minorities coming into the Mendoza College of Business.

### **Created a "culture of encounter" for faculty, staff and students.**

- Organized faculty/staff events throughout the year, including:
  - Football tailgate.
  - Mendoza Faculty and Staff Appreciation Picnic.
  - Mendoza Centennial Mass and reception to commemorate the College's 100th anniversary.
  - Mendoza Advent Christmas Reception.
  - 2020 Commencement Celebration Event (May 28, 2022).
- Offered leadership engagement opportunities:
  - Open office hours for faculty & staff (October - December 2021).
  - Donuts with the Dean (August 3, 2021 and August 25, 2022).
- Recognized and celebrated faculty and staff achievements:
  - Administrative Professionals Day Celebration (April 19, 2022).
  - Happy hour events for College Council members, Dean's Cabinet members, DE&I Council members, Dean's Excellence Award Winners, Promoted Faculty, Thank You Celebrations for those who have terms ending and those starting new terms (Department chairs, Associate Deans, Academic Directors).



## #3: ENHANCE UNDERGRADUATE CURRICULUM.

### **Launched the new Business Core curriculum.**

- Comprehensively revised the undergraduate curriculum to expand students' academic opportunities and to provide flexibility in plans of study while enabling increased specialization.
- Applied to students entering Notre Dame in fall 2022 (Class of 2026).
- Reduced the number of required courses (and credit hours) by nearly half from 18 courses to 10 courses.
- Included nine credit hours of "broadening" business electives outside of the student's major.
- Provided opportunity for students to specialize in a second discipline, both inside and outside Mendoza.
- Encouraged faculty to innovate new courses.

### **Launched the Business Honors Program.**

- Appointed Jim Otteson as Faculty Director and Craig Iffland as Program Director.
- With a goal of 60 students per class, enrolled 60 students from 120 applications in the Class of '24; and 53 students from 171 applications in the Class of '25.
- Hosted 10 visiting speakers, 14 colloquia, a tailgate with more than 300 attendees, a formal ball, nine social and service events, multiple one-on-one mentorship meetings for each student, Masses, dinners and a reception for newly admitted students.

### **Continued growth in Deloitte Scholars Program.**

- Selected 20 students to participate in the two-semester (yearlong) program.
- Hosted guest speakers drawn from Mendoza faculty (plus one from Keough).
- To meet student demand, began planning to add a second Deloitte Scholar Colloquium and develop a third, the International Colloquium, bringing the total number of Deloitte Scholars to 50.

### **Integrated analytics across the curriculum.**

- Required all business majors to take the new Coding Fundamentals with Python course by the end of their sophomore year.

### **Expanded undergraduate experiential learning opportunities.**

- Further developed Innovation & Design Thinking course led by Management & Organization teaching professor Wendy Angst and associated programs:
  - Offered three sections of Innovation & Design Thinking serving 100 students to teach them the fundamentals of design thinking while working on an experiential learning project around community engagement in Uganda.
  - Offered an application-only Immersion Course taking 12 students to Uganda over winter break.
  - Offered a summer Immersion Course taking 13 students to Uganda to work on implementing prototypes. Students included current undergraduates and graduates from this year and from 2020, MBA students, and an ILI Fellow.

### #3: ENHANCE UNDERGRADUATE CURRICULUM. (continued)

- Launched our first fellowship program, supporting four students to be onsite at Saint Bakhita's in Uganda working on research, education, and implementation. Two fellows were in collaboration with the minor in International Development and one was with the Glynn Honors program.
  - Launched our first consulting class that enrolled 24 students, a mix of undergraduates and graduates that focused on implementing prototypes.
  - Awarded \$44,000 in seed capital to students in Innovation & Design Thinking to further test and implement concepts created with our partner site.
  - Executed our first-ever global classroom model, facilitating weekly collaboration across teams of students from Notre Dame and from Uganda.
  - Launched our remote tutoring program where 31 volunteers provided 78 hours of English literacy training.
  - Created a new website ([saintbakhitas.org](http://saintbakhitas.org)).
  - Launched a new e-commerce site ([shop.saintbakhitas.org](http://shop.saintbakhitas.org)).
  - Opened Saint Bakhita's November 7 with 78 Innovation Scholars.
  - Launched the Mary S. Pulido Technology Learning Center with 40 computers, 35 smart phones and Internet connectivity.
  - Installed 60 solar panels to power the school.
  - Installed handwashing stations.
  - Built three teachers quarter dormitories.
  - Piloted an outdoor movie for staff and students, and then extended to the community.
  - Launched the Innovation for Impact Club.
  - Raised more than \$30,000.
  - Held the first "walk for water" awareness event
- Offered the Business of Life undergraduate course via NDIGI in both the fall 2021 and spring 2022 semesters.
    - Three-part series designed to reinforce ND's core values in the context of investing, business leadership and multidisciplinary thinking.
    - Taught by Peter Kaufman, Chairman & CEO of Glenair, who authored the world-famous investing book Poor Charlie's Almanack.
    - Twenty to 25 students participated each semester with the program culminating in a trip to Glendale, California, where students visited Glenair's manufacturing facility to better understand the lessons of leadership, alignment and values that are key to operating a successful business.

### #4: ELEVATE THE NOTRE DAME MBA, SPECIALIZED MASTER'S AND EXECUTIVE PROGRAMS.

**Continued focus on growing applications and enriching the class profile, plus improving the student experience across their entire student journey.**

- Graduate Programs Student Services:
  - Revamped and renamed orientation to "Now Irish."

## #4: ELEVATE THE NOTRE DAME MBA, SPECIALIZED MASTER'S AND EXECUTIVE PROGRAMS. (continued)

- Reduced the number of programming days for "Now Irish" to strike a better balance between necessary content (needed for success in respective programs) and events/networking opportunities to highlight what it means to be Irish.
- Streamlined presentations across all programs to better define and align messaging on who we are, what we do and why it matters.
- Increased collaboration, alignment and consistent messaging across the matrix structure to facilitate seamless and equitable support interactions and policy deliberations for students.
- With the support of Operations, implemented procedural changes to optimize student registration success for MBA programs while upholding the level-playing field.
- Hired three advisors (for a total of four) dedicated to supporting the MBA programs students throughout their journey.
- Specialized Master's Programs:
  - Received approval to launch the Master of Science in Digital Marketing in fall 2023.
  - Increased hybrid content of the EMNA program (some core programs typically held in the summer were moved online in the fall/spring).
  - Received approval for the new academic code of the Specialized Master's Programs from the College Council.
  - Shortened the summer semester for MSM and added a leadership portfolio course.
  - Developed engagement synergies between MSBR and MSBA-C; EMNA and MNAR.
  - Developed the DE&I Grow the Good in Business Case Competition to allow multiple programs to complete Interterm together.
  - Started construction on a new Specialized Master's Programs lounge and increased access to team rooms.
- MBA Programs:
  - Focused on growing applications and enriching the class profile, plus improving the student experience across their entire student journey.
  - Reintroduced student events sidelined by COVID and began the process of reimagining the whole year from the ground up through a cross-functional Events and Experience committee.
    - Events ranged from some of the traditional occasions such as Lunar New Year to student driven, program supported events such as the 1972 Mixer hosted by WiB and UWIB, as well as the Under the Dome event in April.
  - Strengthened integration with the student leadership and began taking an active role in partnering with them around how their events and experiences fit into the broader MBA experience.
  - Realigned MBA staffing resources, notably the Student Services team which now has four advisors to serve the program.
  - Continued improvement of MBA facilities in the Stayer Center.
    - Designation of new MBA lounge in the lower level of the Stayer Center, with construction to take place from July 2022 - January 2023. The lounge will consist of space for gatherings as well as several individual, two-person and team study rooms.
    - Installation of new furniture enhancements in the Stayer Center third-floor MBA lounge.



## #4: ELEVATE THE NOTRE DAME MBA, SPECIALIZED MASTER'S AND EXECUTIVE PROGRAMS. (continued)

### Expanded graduate experiential learning opportunities.

- Hired key positions in the Experiential Learning Program team.
  - Hired new director Megan Piersma and associate director Ben Wilson.
- Improved MBA Interterm experience.
  - Fall 2021:
    - Provided 133 first-year MBA students with courses that were specifically designed to help them prepare for and successfully secure summer internships.
    - Additionally, 107 second-year and one-year MBA students participated in domestic consulting projects with corporate and nonprofit partners across the United States.
    - Earned an average student satisfaction score for these engagements of 4.5 out of 5.
  - Spring 2022:
    - Provided skill-building courses for 122 MBA students (1st year, 2nd year, and one year), with courses in Excel, coding and data visualization particularly popular with students.
    - Provided engagement with domestic consulting projects for 107 MBA students, earning an average student satisfaction score for these engagements of 4.6 out of 5 and average sponsor satisfaction score of 4.8 out of 5.
- Expanded Business on the Frontlines learning opportunities.
  - For the first time, offered four different MBA courses:
    - International Business on the Frontlines: Students completed 16 projects for partners internationally, domestically and locally. (Project summaries can be found on the Frontlines [website](#).) Two sections of International Business on the Frontlines where students served partners in Tajikistan, Palestine, Uganda, Brazil, Colombia, Honduras and Puerto Rico. These project topics included environmental sustainability, peacebuilding, entrepreneurial ecosystems and migration.
    - Ways of Rebuilding Community (WORC) students served partners here in the Michiana region to build livelihoods and foster a more inclusive society. Partners were Goodwill Industries, Near Northwest Neighborhood Association and Crossroads Solar.
    - Frontline Engagements students completed accelerated projects working with the Olancho Aid Foundation in Honduras and PASO in Colombia. Both projects focused on creating economic opportunities.
    - Frontlines in America students worked on projects that remove the barriers to work for recovering addicts in West Virginia, young people on the South Side of Chicago and those formerly involved with gangs in Los Angeles.
    - The program hosted the Inaugural Meyer Business on the Frontlines Partner Forum in May, welcoming partners representing eight-plus countries to campus for idea sharing and fostering connections. Participants covered topics such as using markets for good, the role of work in trauma healing and more.
  - Hosted a BAC meeting in Puerto Rico so members could experience the program first hand and learn more about Frontlines' ongoing work.

## #4: ELEVATE THE NOTRE DAME MBA, SPECIALIZED MASTER'S AND EXECUTIVE PROGRAMS. (continued)

- Published the first development economics research paper in an "A" journal, the Journal of Development Economics, based on the BOTFL team's work: "[Big fish in thin markets: Competing with the middlemen to increase market access in the Amazon.](#)"
- Expanded graduate Innovation & Design Thinking learning opportunities.
  - MBA Level: Provided experiential learning opportunities to 72 students, including an immersion project partnering with Chappellet Winery in Napa Valley.
  - EMBA Level: Provided eight different experiential learning projects involving 50 students.
- Integrated the DE&I Grow the Good Case Competition into Interterm for Specialized Master's Programs students.
- Launched the MSBA-Sports Analytics program.
- Created and launched a new Specialization in Ethical Leadership Program in partnership with ND Learning through Coursera.

## #5: ENGAGE IN STRATEGIC PLANNING & CONTINUOUS IMPROVEMENT.

### **Renewed our strategic planning using the University's process.**

- Formed the Strategic Planning Committee under the leadership of Rob Kelly and Kara Palmer and in partnership with the Office of Strategic Planning.
  - Began meeting in January 2022 to develop a five-year strategy with a focus on building the 2022-2023 OKRs.
  - Composed of a diverse representation of faculty and staff across the College (Brad Badertscher, Corey Angst, Hong Guo, Mike Crant, Ken Kelley, Martijn Cremers, Rob Kelly, Shane Corwin, Stephannie Larocque, Timothy Bohling, Vamsi Kanuri and Kara Palmer).
  - Conducted surveys and focus groups with faculty, staff, students and other key stakeholders.
  - Resulted in a drafted Mission and Vision statement along with identified goals for the next five years and a focus on the objectives for the 2022-2023 academic year.
  - Planned next steps to include finalizing and communicating the Key Results for the College and tying strategic priorities across programs and functions to the strategic plan.

### **Completed the matrix organizational restructuring and staffing of functions to support the entire College.**

- Restructured College academic leadership:
  - Appointed Craig Crossland in the new senior associate dean for Academic Directors.
  - Appointed Kristen Collett-Schmitt as the new associate dean for Innovation and Inclusion.

## #5: ENGAGE IN STRATEGIC PLANNING & CONTINUOUS IMPROVEMENT. (continued)

- Appointed academic directors for all programs (notably Amanda McKendree appointed as new Undergrad Academic Director and two academic directors of Ph.D. programs).
- Restructured College staff leadership:
  - Created a new senior director of operations position and hired Rob Kelly.
  - Integrated Facilities and Operations into one team under the leadership of Morgan McCoy.
  - Integrated Marketing and Graduate Enrollment with the Mendoza Experience & Engagement Team led by Rob Kelly with a focus across the entire student journey.