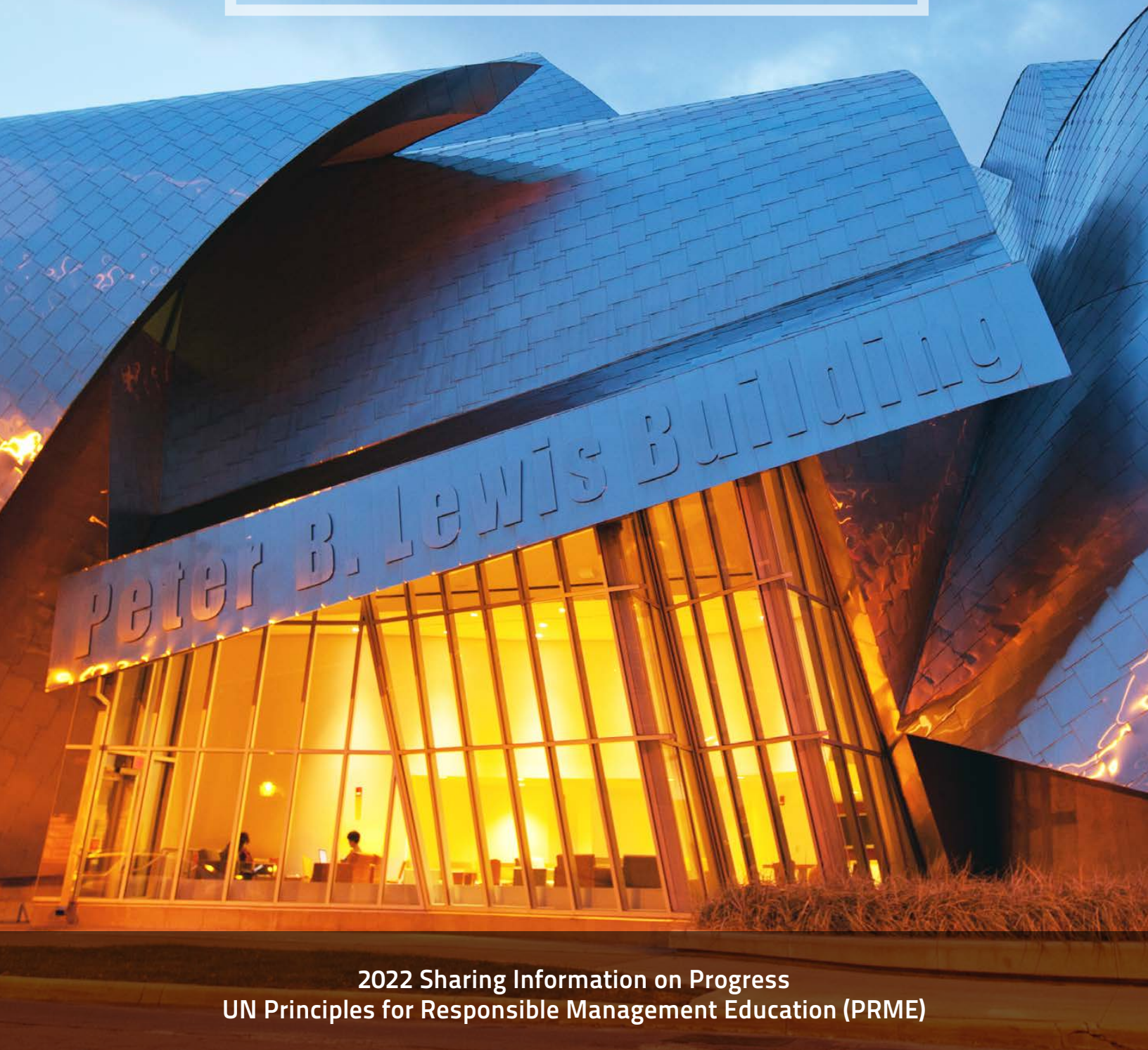


Business as an Agent of World Benefit



2022 Sharing Information on Progress
UN Principles for Responsible Management Education (PRME)



WEATHERHEAD
SCHOOL OF MANAGEMENT
CASE WESTERN RESERVE
UNIVERSITY

PRME Principles for Responsible
Management Education

an initiative of the





As I complete my five year term as Dean of the Weatherhead School of Management at Case Western Reserve University, I am pleased to introduce Weatherhead's seventh report on progress made to promote and embed the six Principles for Responsible Management Education in our research, teaching, academic activities, and organizational practices. I would also like to reaffirm Weatherhead's continuing commitment to these Principles, as well as our alignment with the UN's 17 Global Goals for Sustainable Development and the 10 Principles of the UN Global Compact.

Over the past two years, it has become even more clear that business management has the potential to be one of the most positive forces on our planet for building a better world. We've seen the impact of organizations transitioning their policies to accommodate employees in a variety of situations as a result of the Covid-19 pandemic as well as businesses striving to take a stronger role in creating a more equal and just society. I'm proud to say that Weatherhead practices what we teach. We rose to accommodate our students, staff, and faculty needs during the Covid-19 pandemic. We have also made diversity with inclusion as one of the "Destination Weatherhead" strategic plan's pillars. It is one of our core values that we strive to live and teach every day.

Weatherhead has a long history of teaching students at all program levels within the management school through courses, experiential learning opportunities, and co-curricular activities that align with the six Principles of Responsible Management Education. Through our intentional expanded focus on market-focused education and experiential learning, our students had more opportunities over the past two years to visit, advise, consult, and research the global social and environmental challenges that organizations face today. Our Fowler Center for Business as an Agent of World Benefit and xLab have emphasized experiential learning for our students by providing them opportunities to both work with companies and in turn help them enhance those organizations.

Our faculty's research across multiple disciplines aligns with the UN Global Goals and further strengthens our commitment to an enduring impact on business and society. As a research university, Case Western Reserve's mission is to "improve and enrich people's lives through research that capitalizes on the power of collaboration" in order to "imagine and influence the future." Weatherhead faculty are renowned for their contributions to publications, journals, conferences, and dissemination of teaching practices worldwide. I am especially proud of our prominent research from our Organizational Behavior department around the topics of diversity, equity, and inclusion for all.

This Sharing Information on Progress report reflects our commitment to the UN Principles for Responsible Management Education. Through the research, teaching methods and partnerships you will explore in these pages, we foster meaningful conversation about critical issues and how we support work towards an inclusive and sustainable global economy. Weatherhead's alignment with PRME is bolstered by our institution, Case Western Reserve University, and its commitment to the UN Global Compact.

As we envision a flourishing future for business, society and the environment, we will continue to build on the work shared in this report and on the strengths of our Weatherhead community.

Manoj Malhotra

Manoj K. Malhotra, PhD

Dean, Weatherhead School of Management

> Thank you to the faculty, staff, students and community of the Weatherhead School of Management for your contributions to this report and your dedication to our school and our mission.

Dear PRME Community,

We are on the threshold of a remarkable moment for the field of management and management education.

After nearly four decades as a management educator and researcher, I have never seen a time when our students, corporate partners and community stakeholders, and faculty have been so excited or inspired. For example, we just had nearly 10,000 people attend our 5th Global Forum for Business as an Agent of World Benefit, resulting in an *exponential 10x increase in students and faculty, managers, and change champions*, over our previous Global Forums. As Faculty Chair and Founder of the **Fowler Center for Business as an Agent of World Benefit**, I've made it a habit to witness and take note of those occasions when students—MBA, PhD, Exec Ed, BA, MPOD, etc.—come most alive in our educational ecosystem. You might also be asking something similar or even the same question: “When is it that our students and learning environments are most alive, most dynamic, most meaning-filled, and developmentally profound?”

For me the answer revolves around the concept of “mirror flourishing” and being a player in building a better world in ways that create huge opportunities for building better businesses or “firms of endearment”—organizations that will be loved and admired by their customers, envied by their peers, and prized by all those who care about the next decisive decades of our planet. In the human science literature mirror flourishing is what happens powerfully and consistently in those organizations that invite all their people to design ways to enable flourishing and positive regeneration to happen “out there”—that is, helping to build a better world, healthier and more flourishing customers and communities, net positive products, a better society, a nature positive economy, and a regeneration of ecosystems.

What the research shows is that by innovating to build a better world “out there” our organizations will repeatedly and almost automatically experience, on the inside of the enterprise, one of the most powerful ways of elevating their own flourishing “in here”—hence the word “mirror.” *Mirror flourishing involves a co-flourishing or growing together that happens naturally and reciprocally to us when we actively engage in or witness the acts that help nature flourish, others flourish, or the world as a whole to flourish.* [1]

Consider a recent example from our school. Imagine the excitement of bringing students into the field with an iconic brand that's leading in its industry in renewable energy, the electrification of everything, and with a commitment to becoming nature positive, net positive, and a force for a more inclusive, equal, and fair society. Imagine this company then hosting a city-wide “Appreciative Inquiry Design Summit” with hundreds of stakeholders, over at least three full days, in its home urban environment. [2]

The aim? To unite and bring the best in management innovation to design business opportunities to eradicate poverty through shared value creation, and to create initiatives to regenerate and build a nature-positive economy and a high-trust urban environment. Using design-studio tools such as bold and expansive brainstormers, empathy research, rapid prototyping, co-creative teams, and Shark-Tank like business pitches, the city gets behind twelve major initiatives. Examples include a fund for new nature-positive business start-ups; projects for racial healing; food innovation and the spread of nutritional excellence education; and acceleration of the ten-year goal to be a city powered by 100% clean, renewable, energy systems.

Yes, this is happening. Its education alive. It involves marrying the lens of net-positive value creation with design thinking and uniting the business of building a better world with the incredibly tangible, and quick, inspiring, betterment of the convening company. Moreover, the implications of “doing all the good we are capable of doing” are enormous as the rest of this PRME SIP report shows. [3] For one thing it demonstrates through experiential learning in the real world that “management *is* a noble profession”—or can be. It shows too, *in vivo*, that every single social and global issue of our day is a business opportunity in disguise, just waiting, as Peter Drucker once told us, for bold leadership, entrepreneurship and imaginative innovation, high purpose, and teamwork, lots of teamwork.



It's also about education for *hope*. The economist and ecologist David Orr writes about hope in a way that a professional practice and action-oriented field such as management, will resonate with. As he defines it: "Hope is a verb with its sleeves rolled up."

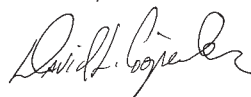
Today our school is more committed to PRME and the PRME movement than we've ever been. So many of our partners in PRME share with us both the urgency and sense of opportunity around what's increasingly being called "our decade of determination" and "our earthshot moment." It may have been a long time coming, but businesses are, in mass, now embracing the opportunities that regeneration and net-positive design have to offer. And business schools are rising to the challenge.

This is an earthshot moment for management education and for every organization on the planet. The window of opportunity to remain within the Paris Agreement's 1.5°C temperature goal is narrowing by the minute. We are in a critical decade. The guiding question before us is as clear as it is daunting: "How might we achieve this tremendous global goal—halving global emissions by 2030, and then go on to win the goal of net-zero emissions no later than 2050—while leaving no one behind, advancing prosperity and well-

being for all, and reversing nature loss?" How big is this change opportunity? How big is this management opportunity? How big is the management education opportunity? Think every industry. Think 200 million and more businesses—many of them larger in economic power than nation-states. Think re-inventing the entire material basis of our lives. Think being on the verge of one giant leap—we are on the eve of management's finest hour.

This is what being part of PRME means to us. It's PRME time. It's time for mirror flourishing. It's time for education alive. It's time for hope as verb with its sleeves rolled up. And most important, it's essential that we educationally empower and enable our young people to see themselves as inspired participants in one of the most creative episodes in management history!

Sincerely,



David L Cooperrider PhD

Distinguished University Professor
Char and Chuck Fowler Professor and Faculty Chair
Fowler Center for Business as an Agent of World Benefit
Weatherhead School of Management
Case Western Reserve University

[1] One of the Weatherhead School's most recent books synthesizes the research on mirror flourishing and models all of this. See, Cooperrider, D. and Selian, A. (2022) *The Business of Building a Better World: The Leadership Revolution That is Changing Everything*. San Francisco: Berrett- Koehler Publishers.

[2] Here as a free download is a model [playbook](#) for this kind of engaged learning LINK. It is called *Your Playbook for the Business of Building a Better World* (Cooperrider and Godwin, 2022.) Also here is a download copy for educational purposes of a special issue of the Organization Development Review called "One Giant Leap: How Organization Development Can Help Lead the Net Positive Earthshot" (Cooperrider and Godwin, 2022.)

[3] see the Method section in this PRME SIP report for our special program called "Aim2Flourish"—it is an example the way we have helped some 20,000 management students experience the power of mirror flourishing and do appreciative inquiry interviews one-one-one with industry leading stars, visionary executives, and purpose-driven entrepreneurs, all of them harnessing the power of business to both build a better world and build a better business.

Contents

The UN Global Goals for Sustainable Development	4	Principle 4: Research	69
About Case Western Reserve University	5	Research and the UN Global Goals	70
About the Weatherhead School of Management	6	Book Publication Highlights	73
10 Principles of the UNGC	8	Research Highlights from Doctoral Programs	76
PRME Principles	9	Dissertations	81
Principle 1: Purpose	10	Principle 5: Partnership	82
Mission and Vision of Weatherhead	11	Organizational Partnerships	83
Timeline of Key Events	12	Weatherhead 100	85
Student Snapshots	14	Bowers Economic Forecast	86
Faculty Snapshots	18	City Trek	87
Staff Snapshots	20	Kaplan Social Entrepreneurship Course	88
Alumni Snapshots	23	Networking Events	89
Principle 2: Values	27	xLab Hack from Home Elyria	89
Weatherhead Values	28	Thinkmapct	90
WSOM Value: Student Centered	29	Business for World Benefit Clinic	91
WSOM Value: Excellence with Integrity	33	Principle 6: Dialogue	92
WSOM Value: Diversity with Inclusion	38	MGMT 395	93
WSOM Value: Collaboration in Action	44	3MT Competition	94
Sustainability at CWRU	47	Faculty Spotlight: Contributions to Dialogue	95
Principle 3: Method	49	WSOM on the Stage	98
Action Learning at the Undergraduate Level	50	Guest Speakers on Global Social Responsibility	100
Experiential Learning at the Graduate Level	52	Engaged Management Scholarship Conference	101
Appreciative Inquiry Field Work	54	xLab Digital Futures Conference	102
Executive MBA Experiential Learning Day	55	5th Global Forum for BAWB	104
Executive Education Courses	56	PRME SIP Conclusion	106
Coursera Courses	58	Appendix A: Courses	107
think[box]	59	Appendix B: Presentations	112
Fowler Center	62	Appendix C: Publications	116
xLab	67		
Coaching Research Lab	68		

The mission of the Weatherhead School of Management is to have “enduring impact on business and society through cutting edge research and innovative teaching that prepares professionals for the marketplace of the future.” As a signatory of the United Nations’ Principles for Responsible Management Education (PRME), our school is a proud supporter of the United Nations’ Sustainable Development Goals and the 10 Principles of the UN Global Compact. Additionally, Case Western Reserve University is a signatory of the UN Global Compact, providing Weatherhead a solid partnership through which to tackle its mission of improving organizations in society by developing people within a framework that is structured around our students, learning environments and research.

THE GLOBAL GOALS

For Sustainable Development



PEOPLE

We are determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfill their potential in dignity and equality and in a healthy environment.

PLANET

We are determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the

needs of the present and future generations.

PROSPERITY

We are determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

PEACE

We are determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without

peace and no peace without sustainable development.

PARTNERSHIP

We are determined to mobilize the means required to implement this Agenda through a revitalized Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.



<https://sdgs.un.org/2030agenda>

¹ <https://www.globalgoals.org/resources>



5,792
undergraduate
students

6,277
graduate and
professional
students

3,657
full-time
faculty

3,144
staff
members

121,000+
alumni
worldwide

90
countries
represented
(students)

Mission, Vision + Core Values

At Case Western Reserve University, we're a community of innovators, knowledge-seekers and groundbreakers. As a leading national research university located in the nation's #1 arts district and within walking distance of three major hospitals, we offer ample opportunities for you to excel.

With programs spanning the arts and sciences, engineering, health sciences, law, management, and social work, our research and educational opportunities allow our students, faculty, staff and alumni to tackle today's toughest problems—and transform the future.

Mission

Case Western Reserve University improves and enriches people's lives through research that capitalizes on the power of collaboration, and education that dramatically engages our students.

We realize this goal through:

- > Scholarship and creative endeavor that draws on all forms of inquiry.
- > Learning that is active, creative and continuous.
- > Promotion of an inclusive culture of global citizenship.

Vision

We aim to be recognized internationally as an institution that imagines and influences the future. Toward that end we will:

- > Support advancement of thriving disciplines as well as new areas of interdisciplinary excellence.
- > Provide students with the knowledge, skills and experiences necessary to become leaders in a world characterized by rapid change and increasing interdependence.
- > Nurture a community of exceptional scholars who are

cooperative and collegial, functioning in an atmosphere distinguished by support, mentoring and inclusion.

- > Pursue distinctive opportunities to build on our special features, including our relationships with world-class health care, cultural, educational, and scientific institutions in University Circle and across greater Cleveland.

Core Values

Our four areas of focus guide our decision-making to ensure we make a measurable impact at Case Western Reserve—and far beyond.

Academic Excellence and Impact

- > Eminence in teaching and research
- > Scholarship that changes lives and deepens understanding
- > Creativity and innovation as hallmarks of our efforts

Inclusiveness and Diversity

- > Civility and the free exchange of ideas
- > Civic and international engagement
- > Appreciation for the distinct perspectives and talents of each individual

Integrity and Transparency

- > Academic freedom and responsibility
- > Ethical behavior
- > Shared governance

Effective Stewardship

- > Strong, ongoing financial planning
- > Emphasis on sustainability
- > Systems that support attainment of our mission



At Case Western Reserve University, we think beyond the possible.

The Weatherhead School of Management



Weatherhead School of Management spans the entire spectrum of research and learning, ranging from Appreciative Inquiry (AI) to Artificial Intelligence (AI). As the inventors of Appreciative Inquiry, we have a long history of excellence in leadership development, emotional intelligence and executive coaching. We also strive to build on our unique strengths in quantitative modeling, business analytics and artificial intelligence-based applications.

As such, we push the boundaries of knowledge from AI to AI through research of enduring consequence, which in turn powers highly regarded, market-based, student-centric programs across this entire spectrum. This excellence positions us as the institution of choice that students, researchers and organizations (both for-profit and nonprofit) look to for the latest programs, research and learnings—from AI to AI.

People

- Full-time faculty: 68 (75% tenured/tenure-track, 25% non-tenured); 87% PhD, 31% women, 31% international
- Full-time staff: 94
- Students (undergraduate, graduate and doctoral): 1,472 (41% international)
- Alumni: 19,000+

Peter B. Lewis building



Degrees

- Undergraduate degree programs: BS in Accounting, BS in Management with a business management, finance or marketing major or a Dean's Approved Major, BA in Economics
- MBA programs: MBA (full-time and part-time), Executive MBA (EMBA), Cleveland Clinic-Weatherhead Executive MBA, Online MBA in Healthcare Management
- Specialty master's programs: Master of Finance, Master of Supply Chain Management, Master of Healthcare Management, Master of Accountancy, Master of Science in Positive Organization Development & Change (MPOD), Master of Business Analytics and Intelligence, Master of Science in FinTech
- Doctoral programs: Doctor of Business Administration; PhD in Management with specializations in accountancy, Designing Sustainable Systems, or Design & Innovation; PhD in organizational behavior, and PhD in operations research
- Joint offerings: Master of Engineering and Management (offered jointly with Case School of Engineering), EMBA Nonprofit Certificate (offered jointly with the Mandel School of Applied Social Sciences)

Weatherhead Firsts

- First graduate disciplines in organizational behavior and operations research
- World's first PhDs in organizational behavior and operations research
- First competency-based MBA program in U.S. for leadership and emotional intelligence
- Nation's first doctoral program for practicing executives
- First to explore design principles for management innovation
- First business school to introduce leadership assessment in its MBA curriculum

 weatherhead.case.edu

Weatherhead Top Rankings

#48

Part-Time MBA
in the U.S.

U.S. News & World Report, 2022

#19

Executive MBA Program
in the U.S.

The Economist, 2020

#14

Full-Time MBA
in the U.S.

American Economia, 2022

#36

Undergraduate Business
Program in the U.S.

U.S. News & World Report, 2021

#52

Top U.S.
MBA Programs

Forbes, 2019

The Ten Principles of the UN Global Compact

Corporate sustainability starts with a company's value system and a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they have a presence, and know that good practices in one area do not offset harm in another. By incorporating the Ten Principles of the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.

The United Nations Global Compact recognizes that academic institutions play an important role in shaping future business leaders and educating them about responsible management, sustainable management and leadership.

Case Western Reserve University is a signatory to the UN Global Compact. As a member of the University, the Weatherhead School of Management supports the UN Global Compact principles of Human Rights, Labor, the Environment, and Anti-Corruption. Our University's core values are academic excellence and impact, inclusiveness and diversity, integrity and transparency, and effective stewardship.

The Ten Principles of the UN Global Compact, as outlined on the organization's website, are as follows:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



<https://www.unglobalcompact.org/what-is-gc/mission/principles>

The Principles for Responsible Management Education

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:



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.



Principle 2 | Values

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



Principle 3 | Method

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



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.



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.



Principle 6 | Dialogue

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

 <https://www.unprme.org/what-we-do>

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.



NOW

- Develop the capabilities of students with a foundation in leadership, emotional intelligence, coaching, as well as data analytics, quantitative modeling, and artificial intelligence-based applications.
- Produce research that is valued both within the academy and by the marketplace.
- Support the students of Weatherhead from the application process, through their time as current students, and into their future careers.
- Engage meaningfully with our Weatherhead alumni and promote their many accomplishments.

NEXT

- Be perceived as an active promoter of management practices for more effective organizations and a better society.
- Leverage our competencies in leadership and coaching, design thinking, economics, finance, accounting, supply chain management, entrepreneurship, sustainability and business as an agent of world benefit as part of our ongoing strategy.
- Expand opportunities for alumni and industry to collaborate with Weatherhead.

BEYOND

- Expand the focus on healthcare management by: (a) Adding content in the existing and new curriculum where appropriate; and (b) Developing new degree and executive education programs.
- Develop online and hybrid technology-driven learning models and alternative campus programs through alliances with other institutions.
- Create a nurturing environment to support our students and alumni through lifelong learning and engagement.

Destination Weatherhead

The Weatherhead School of Management's 2020 strategic plan, *Destination Weatherhead: Linking Our Legacy To Our Future*, was completed in May 2020 after a diligent 10-month process that sought input from a diverse group of stakeholders including alumni, students, faculty and staff.

Destination Weatherhead is anchored in our strengths across the entire spectrum of research and learning ranging from Appreciative Inquiry (AI) to Artificial Intelligence (AI).

As the inventors of Appreciative Inquiry, we have a long history of excellence in leadership development, emotional intelligence and executive coaching. We also strive to build on our unique strengths in quantitative modeling, business analytics and artificial intelligence-based applications. This excellence positions us as the institution of choice that students, researchers and organizations look to for the latest programs, research and learnings—from AI to AI.

Being a part of a comprehensive world class research university with a stellar reputation in experiential learning will help produce students skilled in multiple functional areas. Graduates will understand how to harness modern technology to see the bigger picture, and how to use that knowledge to ethically lead their organizations forward.

MISSION

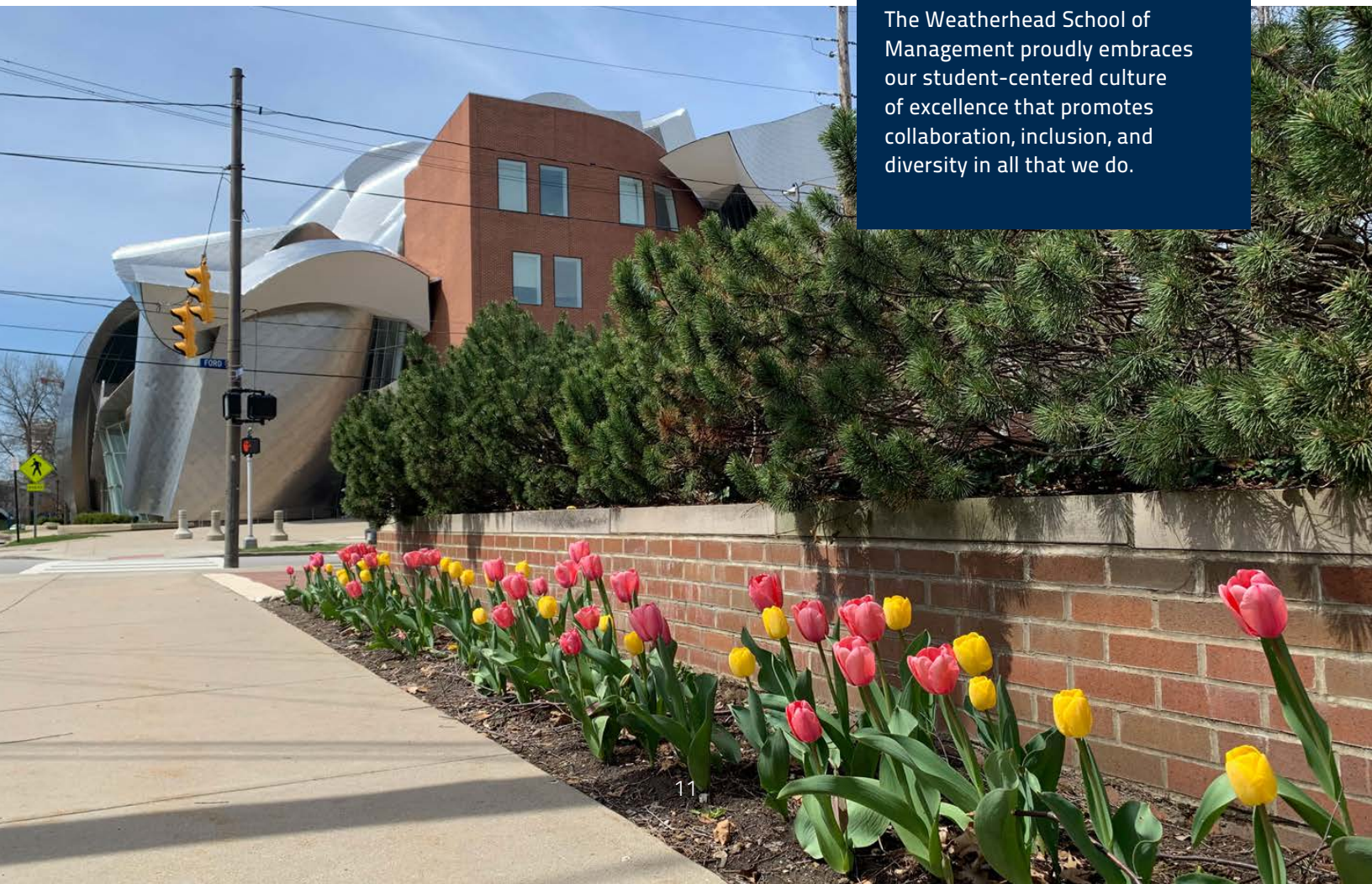
The Weatherhead School of Management has an enduring impact on business and society through cutting edge research and innovative teaching that prepares professionals for the marketplace of the future.

VISION

The Weatherhead School of Management is a leader in data driven, experiential, and market-based management education and research. We leverage our strengths from Appreciative Inquiry to Artificial Intelligence (AI to AI), empowering our graduates to solve complex problems and lead thriving organizations that do well by doing good.

VALUES

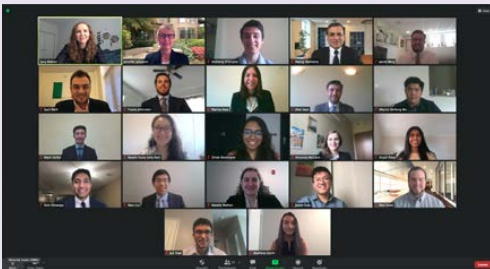
The Weatherhead School of Management proudly embraces our student-centered culture of excellence that promotes collaboration, inclusion, and diversity in all that we do.



Key Highlights from the 2020–2022 Reporting Period

October 12, 2020

The fifteenth class of Weatherhead undergraduate students were inducted into the Wolstein Society, which recognizes outstanding senior undergraduate students who represent the spirit of enterprise as demonstrated by leadership, scholarship, community service and professional will.



October 26, 2020

The Weatherhead School of Management announced its partnership with the American College of Healthcare Executives (ACHE) as the school joins the ACHE Higher Education Network on behalf of the Master of Science in Management – Healthcare program, the healthcare management concentration in the Full-time MBA program and the Executive MBA healthcare track.



American College of
Healthcare Executives
for leaders who care®

November 5, 2020

The Weatherhead School of Management’s 2020 strategic plan, titled Destination Weatherhead: Linking Our Legacy To Our Future, was completed in May 2020 after a diligent 10-month process that sought input from a diverse group of stakeholders.



December 9, 2021

The Weatherhead School of Management Honors Region’s Top Companies with the 2021 Weatherhead 100 Awards for their leadership, growth and success in the region.

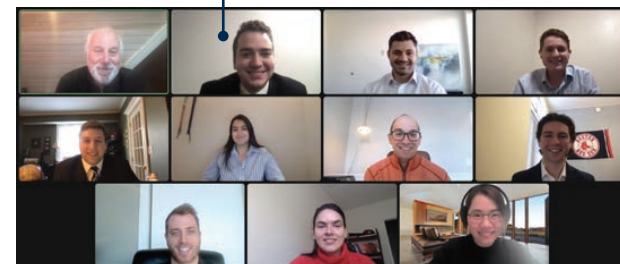
Bloomberg

November 12, 2021

The Weatherhead School of Management has been named to Bloomberg Businessweek’s ranking of the best U.S. business schools of 2021–22, ranked 78th in the U.S. this year. The list is based on data compiled from students, alumni, corporate recruiter surveys, compensation and job-placement data from each school.

January 25, 2022

The Weatherhead School of Management ruled the Association of Corporate Growth (ACG) Cup competition by placing in the top spots, and sweeping the entire competition for the second year in a row.





January 1, 2021

Weatherhead Undergraduates use their knowledge, skills and creativity to work on real business situations, help a yoga studio owner in business dilemmas to rebrand the aging studio and grow her clientele through the Capstone Project.



February 25, 2022

The Fowler Center for Business as an Agent of World Benefit hosted its 3rd Impact Investing Competition in person, which was focused on enhancing the students' awareness of the United Nations Sustainable Development Goals (UN Global Goals) and gaining a real-world understanding of portfolio management in the impact investing space.

April 5, 2021

Weatherhead Master of Finance Students assists Breakthrough Public Schools, a non-profit organization supporting the highest-performing network of free to collect a large sample of financial and academic data from best-in-class public schools and analyze in modeling Breakthrough's long-term financial planning process.



March 21, 2022

The first xLab quarterly roundtable of 2022, Moneyball 2.0, was held in March and fielded their questions for a deeper dive applying business analytics strategies to the members' individual organizational needs.



<https://weatherhead.case.edu/news/2022>

Student Snapshots

Business as an Agent of World Benefit Fellowship

The Fowler Center for Business as an Agent of World Benefit offers the Business as an Agent of World Benefit Fellowship program for graduate students each year. This award is an honor reflecting the students' academic achievement as well as dedication to the principles of global social responsibility. The program provides a great mentorship opportunity, as students from the first and second years of their programs work together and learn more about business as a force for good while managing projects and events for the Fowler Center.



Tyler Holsopple > *MBA Candidate, 2023*

“ It has been rewarding to assist in multiple projects that have positively impacted students, businesses, and communities around the world. Through building awareness and knowledge around sustainable practices for societal flourishing, I have seen enormous growth in my empathy and appreciation for socially-minded businesses. ”



Kyle Regan > *MBA Candidate, 2023*

“ My experience with the Fowler center has been eye opening and fun. As a Fellow, I helped to create some visualizations to tell the AIM2Flourish story and helped coordinate planning for the Impact Investment Competition. I've gained an appreciation of just how beneficial business can be for the world and I want to make my future work as impactful as possible. ”



Samit Chauhan > *MBA Candidate, 2023*

“ I feel grateful for the opportunity extended by Megan to join her at Fowler Center for the spring term during the second semester of my MBA program. It was a great experience working for different projects at the Fowler Center, started off with winning the Impact investment competition organized by the center. We worked on organizing and evaluating Aim2Flourish program which enables students globally to research and identify a positive business innovation. I was also introduced to work with Etyrnre organization to build a model which would help them curb the Co2 emission. I look forward to contributing more in the coming year towards the goal of sustainable development with Fowler Center. ”



Shreya Mittal > *MBA Candidate, 2023*

“ Fowler Center was an integral part of my application when I applied for my MBA at Weatherhead. The different programs & fellowships that Fowler Center provides help us students, understand that business success and enterprise growth is based on the notion that business is one of the most potent and constructive forces for building a better society. As I have worked on multiple articles published by businesses transforming into agents of world benefit, I understand how important it is to lead a business aiming for sustainable goals. ”



Nikita Tayal > *MBA Candidate, 2023*

“The Fowler Center has provided an opportunity to learn and experience how the world is evolving to build a more sustainable future. As a Fowler Center Fellow, assisting in the AIM2Flourish program and Impact Investing competition has enhanced my skills to perform effectively for future roles. I am glad to be associated with the Fowler Center. ”



Mengyang Wu > *MS Finance Candidate, 2023*

“The Fowler Center aims to promote business prosperity and social sustainability. A better society can only be built if the company continues to create value. As a member of the Fowler Center, while editing AIM2Flourish articles, hosting visiting scholars from Dubai, and creating PRME reports with Fowler’s team members, I have been fascinated by the novel entrepreneurial ideas and business models of companies and students. Most importantly, every new business idea is closely related to ESG and sustainable development, which will be the goal of our future efforts and coincides with the mission of the Fowler Center. ”



Yicong Wang > *MBA Candidate, 2023*

“I’m a fellow and an editor at Fowler Center for Business As An Agent Of World Benefit. In addition to reviewing the submissions, I work on our social media platform and participate in organizing our student case competition. Moreover, I had a chance to join the preparation of the 2022 Flourish Prizes. During work at Fowler center, I had the opportunity to discover different business types and industries, which helped me to understand more about the importance of sustainable business development, and more about the SDG Goal. It gave me a broader perspective on my future development direction. I hope more businesses can make the development of the environment and people an essential part of their business goals. ”



Soumen Kumar Mahanty > *MBA Candidate, 2023*

“Working at the Fowler Center allowed me to understand some of the unique dynamics facing impact-oriented businesses. It also gave me a chance to use my MBA skills in creative ways to help other students appreciate the world of impact investing and business for good. I feel very fortunate to be a Fowler Fellow. From the beginning, I was thrown into core projects like the 2022 Global Forum and AIM2Flourish, a repository of stories about for-profit organizations that aim to lift up society. These projects overwhelmingly shaped my experience at Weatherhead. This work has helped deepen my understanding of sustainable value creation and broaden my exposure to the many individual change agents and initiatives that are practicing in this space; from local organizers changing the way municipalities approach business and community development, to impact investing firms affecting sustainable business development on a global scale. ”

Student Spotlights

Weatherhead School of Management undergraduate, graduate and doctoral degree students are recognized for their ability to design novel solutions to the most complex issues facing business and society. Our students learn to be world class, responsible leaders through their courses and co-curricular activities that they are involved in.



Anshul Gupta
MBA '23



Ever since receiving her bachelor’s degree from a university outside of her hometown in India (Bharati Vidyapeeth), Anshul Gupta had always dreamt of pursuing an academic degree in an international setting. Case Western Reserve University Weatherhead School of Management lured her interest due to the profiles of great faculty members and 30-plus years of research labs on coaching practices. Gupta was accepted into the full-time Master of Business Administration (MBA) program and started classes in fall 2021.

One of her favorite classes in her first semester was the Leading People and Organizations course with Ellen Van Oosten, associate professor of organizational behavior, faculty director of executive education and director of the Coaching Research Lab. At Weatherhead School, Gupta is also involved with the Fowler Center for Business as an Agent of World Benefit’s ThinkImpact program. The program gives students a hands-on opportunity to closely examine a global societal or environmental issue that impacts the lives of many, and think about the ways in which private, public and social sectors can collectively implement a solution that is impactful, sustainable, and scalable around the world.

When reflecting on her first year at Weatherhead School, Gupta said: “The professors have been sincerely committed to the growth of the students in the professional world and we’ve received various opportunities to meet with alumni and different companies. I feel happy as a clam about my decision to join the MBA program at Weatherhead.”



<https://thedaily.case.edu/student-spotlight-anshul-gupta/>



Nazar Tkachenko
CWR '22



Hard work, determination, grit and innovation—for Nazar Tkachenko, that’s what it means to be a Clevelander. A Ukrainian immigrant who has lived in Cleveland most of his life, Tkachenko says he feels he’s “adopted the personality of the city.” And the tenacious pride is familiar.

“That kind of passion and love for a home is not too far off from what it’s like to be Ukrainian,” Tkachenko said. “We’re all striving for a better, brighter future for the place we call home.”

At CWRU, Tkachenko was president of the university’s Advocates for Immigrants & Diversity, a club dedicated to raising awareness around immigration and diverse American identities. He spends his free time producing music, coding, practicing graphic design, acting—and, of course, his favorite hobby, photography.

Tkachenko graduated in spring 2022 with dual degrees—a Bachelor of Science in Management and a Master of Finance. He joined PNC Bank in Detroit in August as a part of the organization’s Business Banking Development Program.

 <https://thedaily.case.edu/spartan-showcase-nazar-tkachenko/>




Aji Raja
DBA '22



When Ali Raja began the Doctor of Business Administration (DBA) program in person at Weatherhead School of Management in August 2018, his focus was on the opioid epidemic.

But at the onset of the COVID-19 pandemic in 2020, it quickly became apparent he needed to shift to treating patients with COVID-19 in the emergency department at Massachusetts General Hospital and trying to keep his family and clinical team safe. As part of those efforts, he co-founded GetUsPPE.org, a group raising awareness for the need of personal protective equipment for clinicians.

Raja has shared his expertise with media outlets like CNN and the Boston Globe. More recently, he and a Massachusetts General Hospital colleague published “Six Lessons on Fighting Burnout from Boston’s Biggest Hospital,” in the Harvard Business Review.

 <https://thedaily.case.edu/covid-19-vaccinations-a-qa-with-ali-raja-weatherhead-school-doctoral-student-and-massachusetts-general-hospital-physician/>

Faculty Snapshots

Weatherhead would not be able to develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy without our world renowned faculty teaching our students and conducting research. Below is just a small snapshot of some of our faculty's most recent accomplishments.



Diana Bilimoria
*Professor,
Organizational Behavior*



An expert in how leadership development can transform individuals, groups, and organizations, **Diana Bilimoria, PhD**, is KeyBank Professor, chair and professor of organizational behavior. Bilimoria's research focuses on gender and diversity in governance and leadership and organizational transformation. Her studies have helped corporate, educational and nonprofit organizations reinvent themselves and establish practices that attract and retain a high-performance, diverse workforce.

For three decades Bilimoria has enabled, equipped, empowered, and encouraged people, teams, organizations, and institutions to become aware of and remedy patterns of inequities that constrain women's opportunities.

 <https://magazine.swe.org/profiles/>



Michael Goldberg
*Associate Professor,
Design & Innovation*



Michael Goldberg, associate professor of design and innovation at the Weatherhead School of Management and executive director of the Veale Institute for Entrepreneurship at Case Western Reserve University, received a Fulbright Specialist Program award to Portugal.

Goldberg will complete a project in collaboration with the Luso-American Development Foundation (FLAD) in Portugal focused on supporting the growth of entrepreneurship in the Azores Islands.

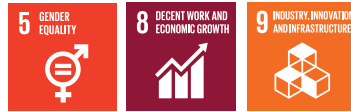
Goldberg is the first Case Western Reserve faculty member to receive four Fulbright awards. He was previously awarded Fulbright fellowships to teach entrepreneurship at the National Economics University in Hanoi, Vietnam (2012); the Polytechnic in Windhoek, Namibia (2015); and the Asociación Canaria de Startups, Empresas de Base Tecnológica e Inversores Ángeles (Emerge) in the Canary Islands, Spain (2018).

 <https://weatherhead.case.edu/news/2022/06/09/assistant-professor-of-design-and-innovation>



Lakshmi Balasubramanyan

*Assistant Professor,
Banking & Finance*



In the fall of 2020, **Lakshmi Balasubramanyan** championed the start of the Women in Finance club to help students receive a better understanding of their career opportunities in finance and leverage their skill sets to achieve their goals. This is done through hosting alumni and guest speaker events, resume editing and networking meetings.

“When women see other women being successful, that’s the best role modeling you can have. Seeing is believing you can do it too,” Balasubramanyan said. “And a lot of men join too, it’s not just exclusively for women.”

Balasubramanyan has remained the faculty advisor for Women in Finance and has helped the student-led organization continue to be a resource for finance students.



<https://weatherhead.case.edu/news/2022/06/16/faculty-feature-lakshmi-balasubramanyan-assistant-professor-of-banking-and-finance>



Richard Boyatzis

*Professor,
Organizational Behavior*



Using his well-established Intentional Change Theory (ICT) and complexity theory, **Richard Boyatzis, PhD**, has continued to research how people and organizations engage in sustainable, desired change. The theory predicts how changes occur in different groups of human organizations, including team, community, country and global change. Ongoing research supporting this theory includes developing new and better measures of an individual’s emotional, social and cognitive intelligence as well as studies that demonstrate the relationship between these abilities and performance, and fMRI studies to establish neuro-endocrine arousal of coaching to the Positive Emotional Attractor and resonant leadership.

In 2022, Boyatzis was named to the Thinkers50 Coaching and Mentoring List. The list of 50 will be pared down to an eight-person shortlist, from which a winner will be selected and named The Marshall Goldsmith Distinguished Achievement Award for Coaching and Mentoring.



<https://thinkers50.com/blog/announcing-the-thinkers50-2021-coaching-and-mentoring-award-longlist/>

Staff Snapshots

While most of them work behind the scenes, Weatherhead would not be able to develop our students into the outstanding leaders that they are without the constant support of our staff. The staff at Weatherhead work hard every day for our students from the recruitment process, through shaping their experience during their programs, to helping place them with organizations that support their future goals. Below is just a small snapshot of some of our staff members who work tirelessly every day for our students' growth.



Deborah Bibb

Executive Director, Enrollment, Career and Student Life

Deb is currently the Executive Director of Enrollment, Career Development and Student Experience. The best way to describe her role is leading the team that prepares students for the graduate management experience and beyond. Each step of the application and admissions process is to uncover a candidate's fit and potential. Once admitted, that information is then used to provide students with appropriate tools and resources to be effective in managing relationships and preparing for their internship and career search. This includes but

is not limited to a career readiness course, interview skills workshops and access to co-curricular professional development opportunities and case competitions. These experiences further enhance their skills to contribute and serve as leaders.

"The greatest joy is seeing the transformation of our students. It is truly a privilege and pleasure to contribute to the next generation of leaders who will transform business and society."



George Smiltins

Director of Student Experience

Our Student Experience Office is here to help facilitate every step of the student journey both inside and outside of the classroom. We are here to support Weatherhead's students in every way from orientation all the way through commencement. A big part of our mission is to provide opportunities for shared experiences to enhance the quality of student life and overall well-being of our students.

"In my role I wear several hats. One day I might be talking to caterers to finalize our orientation planning, and the next next I might be meeting with a student who needs to adjust their schedule due to a challenging life event. If I had to boil my job description down to one word it would be "advocate." I'm here to make sure our students have everything they need to be successful during their time with us and beyond. Working on behalf of our creative and passionate students has always given me a deep sense of fulfillment and happiness!"



Donna VanRooy
Director of Employer Development

Donna is the Director of Employer Development. In her role Donna works closely with companies to understand their talent needs and identify opportunities to engage with students that will ultimately help both companies and students find the perfect job fit.

"A job search is not something anyone does more than a handful of times in their lifetime. It can be stressful, emotional, and frustrating. Knowing that I can make a difference by helping someone navigate through the process, connect with others, or provide coaching is what makes every day satisfying."



Courtney Giesey
Career and Employer Development Manager

Courtney is the Career and Employer Development Manager. Courtney helps to support MBA students through their internship and job search through career coaching, feedback on resumes and cover letters, mock interviews, and other activities to help students to prepare for their professional career after graduation.

"I enjoy working with students who are passionate about their career goals and with staff and faculty who support and celebrate the success of students. Weatherhead is a collaborative and exciting place to work."



Celeste Blau
Assistant Director, xLab

As the assistant director of xLab, Celeste is responsible for all of the day to day operations of xLab. This involves managing contracts and research proposals, overseeing student employees, recruiting new students and client companies, supporting existing client companies, helping scope projects, and planning events.

"Before coming to CWRU, I owned my own business. What I love about my job is that I can be involved in a lot of different things. I help students, work with faculty, coordinate tasks with other staff members...sometimes all within the same hour. It feels like I'm managing a small business, but with the support of a prestigious university behind me."

Alumni Snapshots

Weatherhead alumni utilize the capabilities they acquired through curricular and co-curricular programming during their time at the Weatherhead School of Management. Weatherhead alumni support the UN Global Goals in positions ranging from sustainability and ESG directors to social entrepreneurs and community leaders.



**Cleveland Mayor
Justin Bibb**
MBA '18, LAW '18



In November 2021 **Justin Bibb** was elected as the 57th mayor of Cleveland, succeeding retiring four-term mayor Frank Jackson. It marks the first time that Bibb, 34, will hold public office, but his personal, professional and educational experiences have prepared him for the role. Bibb graduated with a dual JD/MBA degree from CWRU in 2018. Following graduation, Bibb worked at Gallup as a senior consultant, where he focused on building the firm's Global Cities Practice; then at KeyBank as vice president of corporate strategy; and as chief strategy officer at Urbanova, a firm that focuses on implementing "smart city" solutions for mid-size cities.

Bibb decided to enroll in CWRU's joint JD/MBA program because he wanted to be part of his hometown's growing renaissance. Not only did Case Western Reserve allow him to live in the city he called home, but it also provided him with the necessary business and law backgrounds to contribute to the city's growth. While earning his MBA at the Weatherhead School of Management, he had an assignment to reflect on his core values and future aspirations. He wrote in part of wanting to be "a compassionate, visionary leader with a passion to improve our community."



[Read more about Cleveland's new mayor](#)



Jenita McGowan
MNO '08
*Manager, Global
Sustainability &
ESG Excellence,
Eaton Corporation*



Jenita McGowan is corporate sustainability manager for Eaton, a power management company with a vision to improve the quality of life and the environment. She previously led sustainability for the Northeast Ohio Regional Sewer District and served as chief of sustainability for the City of Cleveland. As Chief of Sustainability for the City of Cleveland she was responsible for leading the coordination of Sustainable Cleveland 2019 to develop new strategies that allowed Cleveland to use sustainability as an innovation engine for economic growth.

McGowan is an effective leader with more than a decade of sustainability experience in the corporate and public sectors. Her achievements include setting sustainability strategy and goals, ESG reporting and transparency, policy, program development, communication and building employee engagement to achieve positive change. She has a master's in nonprofit management from Case Western Reserve University.

Alumni Snapshots



John Kobs
CWR '03
Co-founder,
Apartment List



In 2011, **John Kobs** landed a job on Wall Street and drove with a friend from Cleveland to New York City, to find an apartment. Kobs did find an apartment, but the infuriating experience of looking for an apartment in New York City later transformed into entrepreneurial inspiration. In 2011, Kobs and a few friends co-founded Apartment List. While the entrepreneurial journey of Apartment List hasn't always been smooth, it currently has 250 employees, an inventory of about 5.5 million units, and in 2020 it posted revenues of \$70 million.

Kobs was a finance major at Case Western, intent on entering the investment banking industry. The qualities he exhibited as a Case Western Reserve student and Spartans running back and team captain—engaging leadership, relentless determination, vision and the agility to speed past obstacles or knock them down—have served him well in his entrepreneurial journey. Kobs recently joined CWRU's Board of Trustees and was recognized as one of the 100 Most Intriguing Entrepreneurs of 2021 by Goldman Sachs.

 [Learn more about Kobs' road to becoming an entrepreneur](#)



Alumni Shelly McNamara
MGT '91
Chief Equality and Inclusion
Officer, Procter & Gamble



Shelly McNamara received her Master of Science in Organization Development and Analysis from Case Western Reserve University Weatherhead School of Management. She now works as the Chief Equity and Inclusion Officer at P&G. Shelly McNamara has developed leading strategies to make the organization one of the most innovative, diverse and inclusive companies in the world by transforming it along multiple vectors: confidence, capabilities, culture and record business results. Beyond her work at P&G, McNamara serves as a member of the World Economic Forum's community of chief diversity and inclusion officers, the Conference Board's global diversity and inclusion executives council, the Cincinnati Chamber's Minority Business Accelerator and is on the board of the Trevor Project.

McNamara has been selected for the Association to Advance Collegiate Schools of Business's (AACSB) 2022 Class of Influential Leaders for her work in diversity, equity, inclusion and belonging. The annual Influential Leaders program recognizes graduates from AACSB-accredited schools who are creating a lasting impact in their communities, industries and around the world—and it spotlights the business schools that prepared them.

 [Alumna Shelly McNamara Recognized in AACSB's 2022 Class of Influential Leaders](#)

Recent Alumni



Shanelle Smith Whigham
MBA '19
SVP & Director, Community Relations & Corporate Initiatives at KeyBank



Shanelle Smith Whigham is passionate about bridging the gap between business and community to drive social impact. She has a sophisticated understanding of what motivates stakeholders, and has headed successful community-wide initiatives that center and lift under-resourced communities. Shanelle has a background in community organizing and has been named one of Crain's Business Top 40 under 40 as well as one of Grist's 50 Fixers. Shanelle's commitment to sustainability and equity drive her work.



Alex Romanowski
MBA '20
Analyst Nonprofit-ESG, Corbin Advisors



Alex Romanowski currently works as an ESG and Nonprofit analyst for Corbin Advisors, an IR advisory firm in central Connecticut. In this role, Romanowski helps public companies of all sizes develop and share their ESG and sustainability stories with important stakeholders through various media. Romanowski helps companies analyze existing reporting frameworks, assess best disclosure practices, and improve their communication strategies and overall stakeholder engagement and market perception. He also helps nonprofit organizations with data collection and research as well as developing strategies for fundraising and general organizational development.

As an MBA student at the Weatherhead School of Management, Romanowski was the driving force behind the Fowler Center's inaugural Impact Investing Case Competition. Romanowski felt it was important to give current Weatherhead students opportunities to learn about the emerging field of impact investing in a fun way. Romanowski organized the inaugural competition including writing the case himself.

Recent Alumni



Rachel Horvath
MBA '22
Program Manager,
Client & Employee
Experience at KeyBank



Rachel Horvath is the Recognition Program Manager at KeyBank. She accepted this position shortly after interning at KeyBank during her MBA program.

“Through the Fowler Center, I learned about the critical role that for-profit companies can play in sustainably improving their communities. When I started my job search, I found a strong alignment between KeyBank’s values & commitment to community development and my own values, and this was ultimately why I chose to re-launch my career with Key.

My current role as Recognition Program Manager on the Client & Employee Experience team at KeyBank allows me to apply many lessons from my time at Weatherhead & as a Fowler Fellow. My goal is to improve the employee experience by creating a culture of appreciation, and I’ve enjoyed the creativity that comes with designing novel programs and experiences. Weatherhead’s Design Thinking and Business Models classes opened my eyes to new ways of thinking about value creation, and I strive to bring these concepts to life each day for Key’s teammates.”



Danny Lee and Michael Zhou
CWR '22
Co-founder of Redheart



Danny Lee (nutritional biochemistry major) and **Michael Zhou** (economics major), co-founders of Redheart, are dedicated to fighting the standard American diet. They started their company while still undergraduate students at Case Western Reserve University. Redheart’s focus is on creating better quality foods and alternatives for people heavily involved in fitness. Redheart helps curate meals and food products that include the optimal amount of macronutrients and micronutrients with the goal of putting an end to increasing obesity rates. Lee and Zhou were able to create healthy alternative rice bowls that were sold at the Jolly Scholar on Case Western’s campus. This allowed them to build their brand quickly and opened new sources of funding and new directions for the company.

Upon graduating with bachelors degrees from Case Western Reserve University in May 2022, Lee and Zhou decided to focus on their startup business full time. In summer 2022, they launched a new protein cookie to support customer’s fitness goals.

PRINCIPLE 2

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



NOW

- We are guided by the university's north star: "Case Western Reserve is a high-impact research university that aspires to be a community where humanity, science and technology meet to create a just and thriving world."
- Incorporate our values of student-centered, excellence with integrity, diversity with inclusion, and collaboration into our courses, academic and co-curricular activities, and organizational practices.
- Deliver vibrant, agile, market-aligned degree programs, majors and executive education offerings that consistently place our graduates at the forefront of their fields and advance our alumni's lifelong learning.

NEXT

- Provide an environment and culture where our faculty, staff, students and alumni work inclusively in research, service and teaching.
- Support and celebrate activities in which students work alongside Weatherhead faculty, staff and alumni to advance social causes and the betterment of society.
- Cultivate relationships with employers who have diversity initiatives.

BEYOND

- Achieve a balanced mix of domestic and international and underrepresented students in graduate programs.
- Develop our teaching, educational programs and research in an interdisciplinary manner.
- Maintain a diverse and inclusive environment where our students, staff, faculty and alumni of all backgrounds feel a sense of belonging, respect and being valued.

Weatherhead Values

STUDENT-CENTERED

We believe in our students and alumni being our true north, and promote their development, growth and well-being.

EXCELLENCE WITH INTEGRITY

We act ethically and transparently with all our internal and external stakeholders to promote and reward a culture of inquiry and discovery that is driven by evidence-based innovation in our research, in our classroom experience and in our community endeavors.



COLLABORATION IN ACTION

We act collegially within our WSOM community, the university and with external partners to develop enduring and transformational knowledge across disciplines.

DIVERSITY WITH INCLUSION

We value diversity of ideas, culture and people to foster an inclusive, respectful and supportive community of lifelong learners.

STUDENT-CENTERED

We believe in our students and alumni being our true north, and promote their development, growth and well-being.

A Sample of Courses

Entrepreneurship and Personal Wealth Creation (DESN 419), Scott Lowry, Adjunct Professor, Design & Innovation

The Economics of Organizations and Employment Relationships (ECON 333), Susan Helper, Frank Tracy Carlton Professor of Economics, Economics

Leading Change: Self (EMBA 441), Melvin Smith, Professor, Organizational Behavior, Faculty Director, Executive Education

Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies (USNA 288), Michael Goldberg, Associate Professor, Design & Innovation

Entrepreneurial Strategy (ENTP 301), Megan Buchter, Adjunct Professor, Design & Innovation

Leadership, Executive Assessment and Development (MPOD 416A), Melvin Smith, Professor, Organizational Behavior, Faculty Director, Executive Education

Interpersonal Skills Building (MPOD 432), Corinne Coen, Associate Professor, Organizational Behavior

Quantum Leadership: Creating Value for You, Business, and the World (ORBH 330/430), Chris Laszlo, Professor, Organizational Behavior

Experiential Entrepreneurship (ECON 313), Scott Shane, Professor, Economics

Leadership Assessment and Development (MBAP 401), Ellen Van Oosten, Associate Professor, Organizational Behavior, Faculty Director, Executive Education

The Art and Science of High-Functioning Teams (ORBH 310), John Paul Stephens, Associate Professor, Organizational Behavior

Developing Interpersonal Skills for Managers (ORBH 403), Ron Fry, Professor, Organizational Behavior

Leading People (LEAD I) (ORBH 250), Tracey Messer, Assistant Professor, Organizational Behavior

Leading Organizations (LEAD II) (ORBH 251), Kaleigh May, Adjunct Professor, Organizational Behavior

For a full list of courses that align with PRME, see Appendix A.



Ellen Van Oosten

Curricula Highlight: Leading People and Organizations MBAC 515

The primary objective of this course is to develop students' capability to be effective leaders and life-long learners. Drawing upon the field of organizational behavior, the course examines leadership effectiveness on three levels: developing the leader from the inside out, working effectively with diverse teams and leading effectively in organizations. Topics include resonant leadership, emotional intelligence, coaching relationships, team learning and development, employee engagement, diversity and inclusion and organizational culture. Students will work in diverse learning teams and complete a personal vision, receive 360-degree feedback on their emotional and social competence and create a personalized learning plan to guide their development throughout the MBA program and beyond. Leadership development coaches meet privately with each student twice throughout the semester and students become peer coaches for classmates. Fundamentally, this course is about developing the leader within so that each individual is best positioned to lead and manage others effectively.


What Really Matters

Weatherhead School of Management Podcast



When it comes to business, management and leadership, what really matters and why? In this podcast powered by Weatherhead School of Management, the hosts explored hot topics in business to get to the heart of relevant issues in today's world and help listeners discover why and how these issues impact business and our society. They invited professors, alumni and experts across industries to share their perspective and get to the bottom of What Really Matters.

Full-time MBA students Ekta Khurana and Connor Reider hosted the podcast in 2021-2022, along with co-hosts, for dynamic conversations with a variety of guests guaranteed to leave listeners with a new viewpoint or a step ahead. From stock markets and economic issues to career paths and entrepreneurship, join Weatherhead as we unveil What Really Matters.

 <https://podcasts.apple.com/us/podcast/what-really-matters-powered-by-weatherhead-school-of/id1566021215>



Passion, Purpose, and Peace (ft. Kumar Arora) May 19, 2022

Weatherhead MBA student Connor Reider and Director of Admissions Steve Scheidt sit down with Kumar Arora, entrepreneur, investor and consultant behind many brands across diverse industries. An ambassador of his hometown, the Cleveland native was featured in LeBron James' CNBC business reality TV show "Cleveland Hustles" and talks about entrepreneurship growth in northeast Ohio. In sharing what really matters, Kumar discusses the value of big ideas, emphasizes the need for mindfulness and talks about a life philosophy of giving back.

Investments that Change the World (ft. Mark Hays) April 21, 2022

Mark Hays, director of sustainable and impact investing at Glenmede, discusses how investors also consider non-financial outcomes that capital creates for the betterment of society. In sharing what really matters, Mark talks about the environmental, social and governance factors utilized in the investment process.

Making Workplaces Great (ft. Kelly Keefe) April 7, 2022

Kelly Keefe, president of ERC, discusses how organizations must be agile and adapt to the ever-changing remote or hybrid work model. Leaders should set clear expectations, be thoughtful in their onboarding and be engaged with their teams. In sharing what really matters, Kelly talks about attracting and retaining satisfied, productive employees.

The American Rescue Plan & The Future of Healthcare (ft. Dr. JB Silvers) June 1, 2021

Alyssa sits down with Dr. J.B. Silvers from the Weatherhead School of Management to learn more about the American Rescue Plan, how it compares to other relief bills, and what it means for the healthcare industry.

Student Organizations

Student Organizations

 <https://weatherhead.case.edu/current-students/student-organizations>

 <https://weatherhead.case.edu/degrees/undergraduate/experience/clubs-organizations>



Consult Your Community (CYC)



Consult Your Community trains students for consulting professions through semester-long consulting projects. CYC mobilizes college students to use their education, digital fluency, mentorship networks, and knowledge to empower small business owners and affect community change.



Entrepreneurship Club



ENTP+ seeks to provide all Case Western Reserve University (“CWRU”) community members with the opportunity to learn about and participate in entrepreneurship, encourage participation in all ENTP+ activities, assist ENTP+ members in achieving their unique goals as they relate to entrepreneurship, and provide spaces and resources for students to network and drive innovation on campus.



Weatherhead Economics Society



An organization for students seeking to foster both economics literacy and career development through professional, social, and educational events.



Weatherhead Fund



Weatherhead Fund is Case Western Reserve’s top undergraduate finance group. By administering part of the University’s endowment, the institution aims to teach students about real-world financial markets. The Fund’s \$100,000 endowment has risen to over \$900,000 since 2011. The executive board also organizes alumni networking dinners, a speaker series, professional conference travels, and recruiter visits. The club’s 60 members are arranged by sector: Consumer Goods, Financial Institutions & Real Estate, Industrial Goods & Energy Solutions, TMT, and Healthcare. Working with experienced upperclassmen, each vertical rapidly becomes an expert. Financial modeling, credit analysis, and equities research help them become good investors.



Women in Economics Club



Women in Economics is an organization that assists women and other underrepresented minority economics students through community, mentorship, speakers, and collaboration with others. WE seeks to increase the presence of women and minorities at all levels of economics, including college majors and careers.



Women in Finance



Women in Finance aspires to elevate and expedite the career development and networking of women in finance. Through alumni and guest speakers, career workshops, and networking events, students will have a greater awareness of career options in finance and how to use their skill sets to reach their goals.



Managing the Cost of Healthcare (MCOH)



MCOH is for students interested in cutting healthcare expenditures and learning about the US system. MCOH addresses economics, insurance, policy, and access. MCOH works with the CWRU Student Medical Plan to help undergraduates.



Weatherhead Women in Business



Weatherhead Women in Business inspires, connects, and innovates. We strive to raise awareness of gender issues in the workplace and inspire our female students to use the many tools available to them. We want to link students with accomplished women in many professions and fields who can share their experiences and advice. Our alumni network provides female students with job prospects and unique networking activities.



Healthcare Club



Weatherhead's Healthcare Club offers the chance to network with professionals from Cleveland Clinic, one of the most prestigious healthcare facilities. They also wish to broaden their understanding of healthcare and associated businesses. A Cleveland Clinic Tour and an introduction to the HIMSS Global Center for Health Innovation are among the programs held throughout the year.



Graduate Business Student Association



The GBSA Executive Board supports student engagement with the goals of enhancing leadership abilities, fostering cross-cohort communication, and fostering a sense of community among all graduate students. GBSA supervises student organizations and works diligently to ensure that all students have the opportunity to advance their professional growth through extracurricular activities.

EXCELLENCE WITH INTEGRITY

We act ethically and transparently with all of our internal and external stakeholders to promote and reward a culture of inquiry and discovery that is driven by evidence-based innovation in our research, in our classroom experience and in our community endeavors.

A Sample of Courses

Weatherhead offers courses at every level—undergraduate, graduate, executive and doctoral—that align with our values as well as those of global social responsibility and business as an agent of world benefit. Below are a sample of courses offered over the past two years that align with our value of excellence with integrity—teaching our students a culture of integrity and discovery.

Legal Environment for Managers (BLAW 331/417), Timothy Fogarty, Professor, Accountancy

Introduction to Research Inquiry (DBAP 665), Philip A. Cola, Associate Professor, Design & Innovation

Design of Disruptive Business Models (DESN 440), Richard Buchanan, Professor, Design & Innovation

Environmental Economics (ECON 368/468), Susan Helper, Frank Tracy Carlton Professor of Economics, Economics

Inside Financial Crises (ECON 376), Mark Sniderman, Adjunct Professor, Economics

Lean Services Operations (HSMC/OPMT 412), Michael Goulder, Adjunct Professor, Operations

AMES Business Model (MGMT 495), Brandon Cornuke, Adjunct Professor, Design & Innovation

Customer Relationship Management (MKMR 311), Robert Widing, Professor of Marketing, Design & Innovation

Financial Strategy and Value Creation (BAFI/MSFI 428) Scott Fine, Professor, Banking and Finance

Flourishing Enterprise: Creating Sustainable Value for Business and World Benefit (DBAP/EDMP 672), Chris Laszlo, Professor Organizational Behavior

Social Ethics: Contemporary Issues (MGMT 640), Estelle Archibold, Adjunct Professor, Organizational Behavior

Ethics For The Real World: Developing a Code of Ethics to Guide Decisions in Work and Life (USSO 289C), Susan Case, Associate Professor, Organizational Behavior

For a full list of courses that align with PRME, see Appendix A.



Simon Peck

Curricula Highlight: Taking Care of Business: Corporate Governance and the Chief Executive Officer USSO 292Y

During this seminar students will gain a better understanding of the governance of and organization issues and challenges faced by Chief Executive Officers today. We will examine issues such as to whom are CEOs accountable? What do CEOs spend the bulk of their time working on? What are the main challenges faced by CEOs today? In addition, we will consider the principles of being an effective CEO, the pressures and challenges they face, and how the best ones learn and grow. In doing so, we will think critically about some of the pressing issues that confront CEOs and society in general, such as: At a time of increasing economic inequality, are CEOs paid too much? Is the level and structure of CEO compensation appropriate? Students will gain a basic understanding of the governance principles associated with running for profit and not-for-profit organizations, develop an understanding of the pressures various stakeholders place on CEOs and further their own development of leadership by examining the leadership styles of CEOs. We will address these questions and more through a combination of case studies, scholarly readings, and interactions with organizational leaders.

Student Case Competitions

Operations Club Case Competition



On April 8th, 2022 the Operations Club, with the help of Deborah Bibb, Director, Enrollment, Career Development and Student Experience, and George Smiltins, Director of Student Experience at Weatherhead School of Management, hosted a Case Competition that was open to all Weatherhead School of Management Graduate programs and students. This Case Competition used a real event to mimic a case style interview and a real business problem. The case study was based on the Suez Canal blockage caused by one of the biggest ship carriers—Evergreen and what could have been done better to resolve the issue causing the business to lose more than a billion dollars.

The case competition had a panel of judges who were invited and were a mix of college alumni who were working in respectable firms across the Greater Cleveland Area and professors from different

departments. Participating students had to work on the provided case study and present in front of the panel of judges. The students were judged based on a wide variety of questions and other interpersonal skills.

There were many different perspectives on the same business problem, which was exciting to see. The Case Competition went so well, that the Operations Club presented Weatherhead School of Management with a Case Competition Plaque, and the plan is to have this Case Competition at least once every academic year, as well as there is talk of opening it up to Undergraduates and/or other Universities.



The ACG Cup Competition



In 2022, for the fourth consecutive year, Weatherhead School of Management students ruled the Association of Corporate Growth (ACG) Cup competition by placing

in the top spots—and, for the second year in a row, they swept the entire competition. The ACG Cup is a case study competition designed to give students from leading business programs experience and insight into mergers and acquisitions, investment banking, financial advisory and private equity.

“For the second straight year, our students showed their agility and skill in dominating this prestigious competition,” said Scott Fine, professor of banking and finance, who has coached the Weatherhead teams during the ACG Cup for over a decade.



 <https://weatherhead.case.edu/news/2022/01/25/weatherhead-student-teams-dominate-acg-cup-competition>


Student Case Competitions

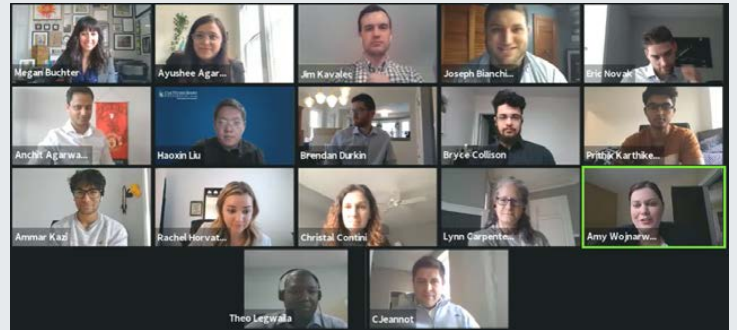
Impact Investing Competition



The Fowler Center for Business as an Agent of World Benefit hosts an annual Impact Investing Competition for Case Western Reserve University students. The Fowler Center hosted their second annual competition in February 2021 and their third competition in February 2022. The Impact Investing Competition gives students the opportunity to network with employers in the investment and impact investing industry, gain insight into social enterprise and sustainable value creation, apply their academic knowledge to a real world investment scenario, and enhance their presentation and teamwork skills.

The competition supports the continued promotion of the value of impact investing, social value creation, and business for good education in a novel way that engages and interests students, showing them the changing demands and evolving nature of the investment industry. The competition in 2022 focused specifically on Global Goals 1: No Poverty, Goal 3: Good Health and Well-being, Goal 4: Quality Education, Goal 5: Gender Equality, Goal 7: Clean and Affordable Energy, and Goal 13: Climate Action. The participants were asked to create a fund to meet these Global Goals.

 <https://weatherhead.case.edu/centers/fowler/programs/impact-competition/>



"It gave me the opportunity to be creative around the sustainability goals and build a case around impact investment with my crew. Eventually winning the competition is attributable to great teamwork and the experience each team member brought to the table."

— Anshul Gupta, MBA'23 candidate



Weatherhead Awards

Alumni Awards

Distinguished Alumni Award

The Distinguished Alumni Award honors alumni who have demonstrated professional achievement of the highest caliber in the management of a for-profit or non-profit organization, success of a total enterprise or a subsidiary or department that can be directly attributed to the direction of the individual or recognition by colleagues and peers for outstanding leadership and administrative abilities.

- > 2021: Eric Schnur, MBA '94
- > 2020: Charles Webb, MBA '66

Outstanding Alumni Award

The Outstanding Alumni Award honors alumni for their leadership, dedication and service excellence rendered to the Weatherhead School, Case Western Reserve University, their community, or a public or non-profit organization.

- > 2021: John Kobs II, BS '03
- > 2020: Sherry L. Neubert, EMBA '07

Young Alumni Award

The Young Alumni Award recognizes an individual under the age of 35 for their significant career achievements, successful formation of a successful enterprise, commitment to their alma mater, community or humankind, or recognition by colleagues and peers for outstanding leadership and administrative abilities.

- > 2021: Jose Diaz, MBA '15
- > 2020: Emily Kirsch, BS '09, MAcc '09

Graduate Student Awards

The Scott S. Cowen Student Leadership Award

This award recognizes a leader and role model who contributes to the total community and stimulates the classroom experience.

- > 2022: Ekta Khurana
- > 2021: Vaibhav Khurana

The Student Life Award

This award recognizes a student who participates in and encourages student engagement.

- > 2022: Vinay Honnenahalli Shivashankar
- > 2021: Manpreet Kaur & Kishor Kumar Veerashekar

The Theodore M. Alfred Distinguished Service Student Award

This award recognizes a student who participates in community service inside and outside of the Weatherhead School community.

- > 2022: Reena Puri
- > 2021: Katherine M. Van Dusen

The Rita Kicher Award

This award is presented to a graduating part-time student at Weatherhead School. The award recipient is recognized as an outstanding colleague in Cleveland's professional community.

- > 2022: Benjamin Scott Shelfer
- > 2021: Jennifer Kerr Kennedy

Weatherhead Awards

Undergraduate Student Awards

The Weatherhead School of Management Award

This award is given to a senior for outstanding achievement in the Weatherhead School of Management.

- > 2022: Kyler Barnard, Elisabeth Chillrud and Ziyi Zhang
- > 2021: Travis Johnston, Sam Nalli and Yuan Yuan

The Robert O. Berger, Jr. Award

This award is given to a junior who demonstrates overall achievement in scholarship, as well as notable community participation and leadership.

- > 2022: Will Brune
- > 2021: Jonathan Ockunzzi and Nazar Tkachenko

The Nellie Chittenden Carlton Prize

This is awarded to a senior in management whose outstanding work in the general field of economics shows the greater promise of leadership.

- > 2022: Alex Occhionero
- > 2021: Anthony D'Orazio

The Matthew Leskiewicz Award

This award is given to a senior in the Weatherhead School of Management for outstanding leadership and service.

- > 2022: Max Vicario
- > 2021: Antonio Ionadi

The Roulston Performance Award

This award is for outstanding performance in management.

- > 2022: Jonathan Ockunzzi
- > 2021: Sam Chaffee

The Kevin J. Semelsberger Prize

This award is for excellence in management.

- > 2022: Suman Guntupalli, Vishal Moorthy, Neil Shah, Zhenning Tang, Alexis Tran and Lexie Tsudis
- > 2021: Kyler Barnard, Elisabeth Chillrud and Ziyi Zhang

The Wolstein Family Award for Excellence in Business Venture Plan Development

This award is given to a student enrolled as a major or minor in Weatherhead undergraduate programs whose business venture development plan is considered to have the highest promise to be successfully initiated.

- > 2022: Nazar Tkachenko
- > 2021: Donald Genetin Jr.

The Iris Wolstein Award for Excellence in Business Venture History

This award is given to a student whose work on projects and/or coursework related to the study of Cleveland business venture history is determined to have made a significant contribution to the understanding of the business development in Northeast Ohio and related environs.

- > 2022: Christina Hickson
- > 2021: Neil Mabee

The Financial Executive's Institute Award

- > 2022: Amanda Graff and Madison Miller
- > 2021: Sasha Sindhvani and Darren Wang

The Weatherhead School of Management Dean's Achievement Award

This is awarded for excellence in scholarship and leadership in accountancy/management.

- > 2022: Danish Khan, Jou Kim, Ethan Park and Kirby Wetherbee
- > 2021: Jean Furman, Tianzhe Lu, Andrew Ma, Alec Sass, Xinfeng Wu and Victor Xie

DIVERSITY WITH INCLUSION

We value diversity of ideas, culture and people to foster an inclusive, respectful and supportive community of lifelong learners.

A Sample of Courses

Weatherhead offers courses at every level—undergraduate, graduate, executive and doctoral—that align with our values as well as those of global social responsibility and business as an agent of world benefit. Below are a sample of courses offered over the past two years that promote a culture of diversity and give our students tools to be inclusive leaders.

Understanding People and Change in Organizations (IIME 425), Tracey E. Messer, Assistant Professor, Organizational Behavior

Leading People and Organizations (MBAC 515), Ellen B Van Oosten, Associate Professor, Organizational Behavior, Faculty Director of Executive Education

Inclusive Leadership in a Global Context (MPOD 440B), Diana Bilimoria, KeyBank Professor, Organizational Behavior, Department Chair, Organizational Behavior

Leading Change from a Complexity Perspective (MPOD 470B), Richard Boyatzis, Professor, Organizational Behavior, Distinguished University Professor

Appreciative Inquiry and Strength-Based Change (ORBH 513), David L. Cooperrider, Professor, Organizational Behavior, Distinguished University Professor

Leading Change: Society (EMBA 479), David L. Cooperrider, Professor, Organizational Behavior, Distinguished University Professor

Women in Organizations (ORBH 460), Diana Bilimoria, KeyBank Professor, Organizational Behavior, Department Chair, Organizational Behavior

Research in Gender and Diversity in Organizations (ORBH 565), Susan Case, Associate Professor, Organizational Behavior

The Dynamics of Managing Effective Change (ORBH 528), Harlow Cohen, Professor, Organizational Behavior, Faculty Director, MPOD Program

Social Exchange, Social Networks, and Social Capital in Organizations (ORBH 540) Melvin Smith, Professor, Organizational Behavior, Faculty Director, Executive Education

For a full list of courses that align with PRME, see Appendix A.



Pooja Khatija

Curricula Highlight: Leadership in Diversity and Inclusion: Towards a Globally Inclusive Workplace

ORBH 391

This course addresses workforce diversity issues from individual, group, and organizational perspectives. The focus is on innovative ways of utilizing today's culturally expanding workforce. Emphasis is on the what and how for managers in developing a corporate culture that embraces diversity, helping them in learning to work with, supervise and tap the talent of diverse employees within their organizations. Included are methods for modifying systems to attract, retain, develop, and capitalize on benefits of the new workforce demographics.

Pooja Khatija is a PhD candidate at the Weatherhead School of Management who came to Weatherhead to work with Professor Diana Bilimoria, whose research focuses on leadership, governance, gender diversity and inclusion in organizations—areas that Khatija grew passionate about growing up in India. Besides teaching the “Leadership in Diversity and Inclusion,” course, Khatija is also the lead facilitator for the Professional Development Scholars Program for the Women in Tech Initiative at Case School of Engineering. Additionally, she is a part of the International Students Advisory Council.



<https://thedaily.case.edu/apidaa-heritage-month-meet-pooja-khatija/>

Executive Education Programs

The **Inclusive Leadership** program discusses how inclusive leaders utilize emotional intelligence and knowledge of the value of diversity to leverage their employees' overall effectiveness and contributions. Participants will develop the skills and competencies of inclusion needed to lead and manage global and diverse teams.

Leadership Institute for Women in STEM and Manufacturing provides female supervisors, managers and directors with powerful tools to propel their careers forward and move their organizations to the next level. Participants will learn from world-class professors and coaches, connect with their peers and develop leadership skills that create a lasting individual and organizational impact.

Women in Leadership Certificate provides women aspiring to leadership positions with the skills, concepts, and new perspectives that will help them achieve their career potential, make significant contributions to their organizations and maximize work-life balance.

Diversity, Equity and Inclusion at Weatherhead



The Weatherhead School of Management is committed to fostering and sustaining a diverse, equitable and inclusive environment where all students, faculty, staff and alumni feel a sense of belonging, respect and value, and where all feel empowered to succeed academically, professionally and personally. As a community, we appreciate and celebrate diversity in all its forms, and encourage inclusive relationships and interactions among all community members.

Our school is committed to upholding management as a noble and inclusive profession. We develop leaders who strengthen and advance diverse, equitable and inclusive environments in their workplaces and communities.

We cultivate an intellectually and culturally diverse community that is welcoming to all students, faculty, and staff and serves as a source of pride and center of life-long engagement for alumni. We welcome a broad set of perspectives and ideas from different disciplines and schools of thought.

Weatherhead DEI Advisory Board

The mission of the Weatherhead DEI Advisory Board is to provide advice and serve as a resource to promote Weatherhead School's commitment to diversity, equity and inclusion.

NorthStar Initiative

The Weatherhead School of Management invites scholars from our partnering Minority Serving Institution (MSI) and Historically Black Colleges and Universities (HBCU) to join our graduate and professional student community in its quest toward this North Star. Students who meet the qualifications and matriculate from one of our partner institutions will be considered for the North Star Award covering 50% tuition. There will not be a cap on the number of awards and all qualified applicants will be considered.

Diversity, Equity and Inclusion at Weatherhead

Forte Rising Star

The Forte Foundation is committed to launching women into fulfilling, significant careers through access to business education, professional development and a community of successful women. In support of undergraduate women at Case Western Reserve University, the Weatherhead School of Management is a member school of the FORTE Rising Stars Program. Student members gain access to leadership conferences and opportunities to network across the country. If you are interested in joining, please learn more [here](#).

ROMBA (Reaching Out MBA)

In partnership with Reaching Out MBA, the biggest and most well known for supporting LGBT +MBA community, the Weatherhead School of Management is a participating school of the ROMBA Fellowship program.

National Black MBA Association

The Weatherhead School of Management has partnered with the National Black MBA Association, a 20,000 member organization across 40 professional chapters focused on increasing awareness and facilitating access to graduate and business education programs in professional fields, through the NBMBA Collegiate Partnership Program. NBMBA's Collegiate Partnership Program is designed to establishing long-term holistic partnerships with institutions of higher education with a goal to ultimately increase placement rates of

student members and the overall impact of NBMBA in education and wealth creation. The partnership includes access to graduate business scholarships for full-time MBA students, case competitions, and the annual conference for career and internship placement, networking and professional development.

The PhD Project

The PhD Project was founded upon the premise that advancements in workplace diversity could be propelled forward by increasing the diversity of business school faculty. The PhD Project helps Black/African American, Latinx/Hispanic American and Native Americans attain their PhD and become the business professors who will mentor the next generation of leaders. The Weatherhead School of Management is proud to be a participating university. Please visit the organization's website to learn more about the PhD Project.

Weatherhead Inclusive Excellence Distinguished Speakers Series

Weatherhead School of Management DEI Distinguished Speaker Series invites internal and external thought leaders and practitioners representing both academia and industry to address the important topic of diversity, equity, and inclusion through the lens of management. The desire is that we ignite productive conversations and action steps that foster inclusivity in all that we do.



Cultural Events



Holi Celebration

On April 1, 2022, the Center for International Affairs resumed Case Western Reserve’s tradition of celebrating Holi with an event featuring lots of colored powder, Indian street food, water games and other traditions associated with Holi. Holi is known as the “festival of colors” and celebrates the arrival of spring after a long winter. It is also a time for building relationships through play and laughter. In the Hindu tradition, where Holi gets its roots, this playfulness honors the relationship between Srimati Radharani and Lord Krishna and the triumph of good over evil. Although primarily celebrated in India and Nepal, Holi is observed in many other countries throughout Southeast Asia and around the world. The festival is celebrated by throwing colored powders and water at others.

 <https://case.edu/international/events/holi>



Lunar New Year

Case Western Reserve University celebrates Lunar New Year with a fireworks display, popular Asian snacks and giveaways for students. The 2022 Lunar New Year event took place on January 31 on the KSL Oval. Sesame Balls and plush tigers were given away to celebrate the Year of the Tiger. Students also enjoyed the fireworks

that started outside the Tink at 6:30 pm. The Lunar New Year is the most important social and economic holiday for billions of people around the world. The holiday is tied to the lunar-solar Chinese calendar and was originally observed as a time to honor household and heavenly deities and ancestors. Today, Lunar New Year is a special time to bring friends and family together for feasting and festivities in China, Korea, Vietnam, Japan, Mongolia and other countries all over the world.

 <https://case.edu/international/events/lunar-new-year>



Asian Mid-Autumn Festival

The Asian Mid-Autumn Festival is a celebration of a successful harvest throughout much of Eastern Asia and is enjoyed by bringing together families and friends. It goes by many names including Tet Trung Thu, Tsukimi and Chuseok. Traditions vary, but often include celebrating the harvest of rice and wheat by eating special desserts like mooncakes, sharing stories, and hanging lanterns. The moon is an important part of the holiday, and it’s common for celebrations to take place at night to provide an opportunity to enjoy it.

International Achievement Luncheon

The International Achievement Luncheon celebrates the accomplishments of Case Western Reserve University’s students, faculty and staff in contributing to the university’s internationalization. The International Achievement Luncheon is held annually during the spring semester. The event features the Global Citizen Awards, which honor outstanding individuals and organizations on campus, and unveils the winners of the annual Study Abroad Photo Contest.

Flora Stone Mather Center for Women



Mather Entrepreneurship Day

According to the Association for Women in Science’s Revolutionizing the STEM Entrepreneurship Ecosystem report, “less than 4% of venture capital is awarded to women.” In Ohio, the status of women entrepreneurs has been trending better—as of 2019, American Express’s annual State of Women-Owned Business report showed the number of women-owned businesses in Ohio grew 37 percent since 2007. The Cleveland Metropolitan Area showed even more impressive numbers with a little more than 24,500 new businesses added since 2007 which is a 52 percent increase. Employment in that area also increased by 11 percent. In order to continue progressing forward, we need to keep investing in our local women entrepreneurs.

The Flora Stone Mather Center for Women, in collaboration with Jumpstart and the Veale Institute for Entrepreneurship, held their first Mather Entrepreneurship Day. Titled “The First Entrepreneurs Club,” this event was a no-cost, one-day event covering the basics of launching your entrepreneurship journey with sessions and panels centered around women entrepreneurs.

➔ <https://case.edu/centerforwomen/leadership/mather-entrepreneurship-day>

Mather Mentoring Program

The Mather Mentoring Program pairs upper-level undergraduate students and graduate students with professionals to foster a sense of community and provide professional role models. Mentors are matched with mentees based on career interests, educational focus, and mentoring relationship expectations.

Mentors and mentees are expected to:

- attend two Professional Mentor Meetup events (one in the fall semester and one in the spring semester);
- check in regularly with their partner, including at least one in-person, phone or digital check-in per month;
- participate in monthly program evaluation; and
- attend a thank you event for mentors in the spring semester.



Women Faculty/Staff Leadership Development Institute

The Women Faculty Leadership Development Institute (WFLDI) includes a range of programs targeted to support and empower women faculty of all academic ranks in their professional and leadership development journeys. Programming includes small group discussions, national speakers, multi-day workshops, and individual coaching.

The Women Staff Leadership Development Institute (WSLDI) is a year-long eighty-hour program offering women-identified staff an opportunity to enhance and energize leadership and career development skills through education, coaching, and the building of professional networks.

Participants work to grow their confidence when making effective career decisions and generating positive outcomes in relation to career advancement goals through developing:

- a deeper awareness of themselves as a leader;
- a deeper awareness of the diverse needs of others in leading;
- a greater understanding of the impact of institutional context; and
- an ethic of service as a change agent within higher education.

➔ <https://case.edu/centerforwomen/>





Case Western's Office for Inclusion, Diversity and Equal Opportunity



Diversity 360

Diversity 360 is a campus-wide diversity education program for students, faculty, and staff developed in collaboration with the Office for Inclusion, Diversity, and Equal Opportunity, the Division of Student Affairs, the Office of Multicultural Affairs.

Based on research from higher education and the corporate sector about cross-cultural competency and on results from university climate surveys, the program engaged participants in learning to:

- Increase capacity to recognize and engage in dialogue across the breadth of differences;
- Deepen understanding of how affiliations in privileged and marginalized groups impact treatment on campus, campus climate and productivity.
- Deepen awareness of types of micro-aggression and how they affect experiences on campus and in the local community.
- Discover ways to become a change agent and diversity champion with new knowledge, ideas, and resources about university policies, programs, and best practices.

- Diversity 360 includes pre- and post-assessment of diversity-related knowledge, as well as, ongoing programming to assist members of the campus community with the goal of creating a welcoming campus climate at CWRU.

Power of Diversity Lecture Series

The Office for Inclusion, Diversity and Equal Opportunity sponsors the Power of Diversity lecture series to inspire campus dialogue, community engagement and civic education and learning about the national narrative on diversity and inclusion. The annual series includes two distinguished guest speakers from the national or international scene as well as scholars from our own faculty.

The speakers include scholars, thought leaders and diversity professionals whose research, scholarship, leadership and advocacy enhance the university's efforts to present diverse ideas, perspectives and viewpoints to inspire greater understanding and appreciation for inclusive excellence.

COLLABORATION IN ACTION

We act collegially within our Weatherhead community, the university and with external partners to develop enduring and transformational knowledge across disciplines.

A Sample of Courses

Weatherhead offers courses at every level—undergraduate, graduate, executive and doctoral—that align with our values as well as those of global social responsibility and business as an agent of world benefit. Below are a sample of courses offered over the past two years that involve an aspect of collaboration both within the classroom and with other colleges, communities, and organizations.

Economic Analysis of Business Strategies (ECON 364), Jenny Hawkins, Assistant Professor, Economics, Director of the Undergraduate Program in Economics

Economics of Technological Innovation and Entrepreneurship (ECON 369), Scott A. Shane, Professor, Economics

Game Theory: The Economics of Thinking Strategically (ECON 329/429), Roman Sheremeta, Associate Professor, Economics

Conflict and Cooperation in the Global Arena (DBAP/EDMP 680), Eileen Doherty-Sil, Adjunct Professor, Design & Innovation

Leading Design in Organization (EMBA 478A), Youngjin Yoo, Professor, Design & Innovation, Elizabeth M. and William C. Treuhaft Professor in Entrepreneurship

Managing People and Organizations (MBAP 404), Chris Laszlo, Professor, Organizational Behavior

Dialogues in Health Care Management (HSMC 425), Mark Votruba, Associate Professor and Department Chair, Economics, Faculty Chair, Master of Healthcare Management

Health Policy and Management Decisions (HSMC 456), J. B. Silvers, Professor, Banking and Finance

A Foundation in Basic Concepts of Innovations and Applications for Financial Technology (FNCE 455C), Gregory Harmon, Assistant Professor, Banking and Finance

Foundations of Positive Organization Development and Change (MPOD 413), David L. Cooperider, Professor, Organizational Behavior, Distinguished University Professor

For a full list of courses that align with PRME, see Appendix A.



Youngjin Yoo, PhD

Curricula Highlight: Digital Innovation Project DESN 501 / CSDS 601

Digital Innovation Project is a project-based course that is organized around a client project brief. This is a unique opportunity for a multidisciplinary team of 6–8 students to learn how to conceive, design, develop, and present a novel digital innovation project idea, by working on a client-sponsored real-life digital innovation project for an xLab client.

Students are expected to learn skills in project management, design thinking, digital business models, agile development, presentations, and how to use industry standard digital design & development platforms & tools. The project will be managed as an agile project, following a scrum method.

Client deliverables include: User Research Report, Design Report, and Prototype.

Collaboration in Academic Activities

Business as an Agent of World Benefit Workshop



Every first year MBA student at the Weatherhead School of Management takes the Business as an Agent of World Benefit workshop in their first year. This workshop explores the proposition that business, the motor of our society, has the opportunity to be the most positive and creative force on the planet, a force that contributes to the well-being of many and a sustainable world economy.

The topics covered in this workshop relate to “business as an agent of world benefit”: what does it look like, where is it happening, what are the market, societal and leadership enablers, and what are the business results and value propositions involved? The workshop sessions are designed to galvanize a new vision of business in society as well as our students’ own personal leadership development. Throughout the workshop students participate in analysis and discussion as well as meetings with CEOs and social entrepreneurs who are successfully integrating sustainability into their businesses.

By the end of the workshop series our MBA students are ready to “win the future” and succeed in a market-place where “doing well by doing good” is fast becoming the new normal.



Northstar Courses and Experiences

In the fall of 2020, CWRU engaged in an exercise to help students reconnect with each other, with faculty and staff, and with businesses and residents of our neighboring community. Given the public health crises of a viral pandemic and structural racism, these courses and experiences focused exclusively on the locale and assets of University Circle and Cleveland, as well as the related challenges and problems unique to our city and region.

The Weatherhead School of Management offered two Northstar Experiences for students.


▪ The Fowler Center for Business as an Agent of World Benefit

AIM2Flourish is a program that connects students with business leaders and social entrepreneurs. The program involves students learning about Appreciative Inquiry and the UN Global Goals and then conducting an Appreciative Inquiry-style interview of a business leader or social entrepreneur and writing up a story/mini-case study that is then published on AIM2Flourish.com.

▪ xLab

xLab of CWRU, the City of Elyria, and Dataswift, UK have formed a strategic partnership aiming at bringing in digital transformation to the City of Elyria by combining the power of privacy-preserving micro-server technology developed by Dataswift with the digital innovation framework developed by xLab.

Students will be working with CWRU faculty and staff, the Mayor of Elyria and his staff, and the CEO of Dataswift and her staff through mentorship, internship, and micro-credential activities related to civic digital start-ups. Students will engage with diverse stakeholders to promote personal data ownership, to increase digital literacy, to organize civic hackathon around personal data, and to work on civic start-up projects with government agencies, foundations, venture investors, start-ups, and large corporates.

 <https://case.edu/provost/strategic-plan-initiatives/north-star-courses-and-experiences/2020-courses-experiences>

Collaboration at Centers and Institutes

Veale Institute for Entrepreneurship: Speaker Series



The Veale Institute for Entrepreneurship's Entrepreneurship Speaker Series invites CWRU students, faculty, staff, alumni and affiliates to engage in meaningful discussions with entrepreneurs from diverse backgrounds, as facilitated by a current CWRU student. In each session participants can learn about our speakers' career journeys, entrepreneurship and how timely current events are impacting their industry. Many speakers have a social or environmental focus in their endeavors.



- John McMicken, Evergreen Cooperatives
- Ashley Weingart, Perfectly Imperfect Produce
- Adrian Bota, Origin Milk Company
- Aarti Chandha, Silicon Valley Social Venture Fund
- Sarah Morgenstern, Flourish Ventures
- Justin Bibb, Urbanova
- Jose Diaz Salazar, Goodyear
- Matt Sommer, Tesla
- Grady Lee, Give to Get

<https://case.edu/entrepreneurship/engage/educational-series>

Great Lakes Energy Institute: ThinkEnergy Fellowship

ThinkEnergy is an innovative, student-centric program focused on experiential learning. The program aims to enhance energy literacy among the next generation of executives, educators, politicians, and technology experts. The skills students develop through this program will help them become leaders in whatever fields they choose to pursue.

ThinkEnergy connects students with faculty, companies, and investors. It often gives students an opportunity to operate outside of their comfort zones, developing competencies that are dissimilar to what they learn in their courses. Past students have built solar installations, launched startups, published policy reports, led research projects, sold clean energy credits, repaired wind turbines, attended DOE conferences, and completed a variety of energy-related internships.

<https://engineering.case.edu/research/institutes/great-lakes-energy/thinkenergy-academics-great-lakes>

xLab: Corporate Partnerships

During the 2021-22 academic year xLab partnered with Hyland Software and Dataswift to develop a solution for digital credentials. The partnership has benefited all parties, with CWRU students gaining valuable real-world experience in full-stack mobile and web development on an SSI open-source project, and CWRU obtaining partner companies that expand co-curricular opportunities for its students. Hyland, meanwhile, has expanded its potential pipeline of future developers and advanced the development of a prototype for credential sharing and verification that has cross-industry applicability.

The progress made thus far will set the stage for further collaborations between Hyland, Dataswift, and CWRU, which could potentially involve proofs of concept with CWRU students targeting real-life use cases around VCs and other central aspects of SSI.

<https://case.edu/weatherhead/xlab/about/news/xlab-partners-hyland-software-and-dataswift-develop-solution-digital-credentials>

Sustainability at Case Western Reserve University

Sustainability is a team sport and Case Western Reserve University has a great team. There are hundreds of climate and sustainability champions at the University who are researching, teaching and advocating to build a community that matches the Sustainable Cleveland vision of “a green city on a blue lake.”

One new champion on campus striving to make progress is the CWRU Climate Action Network, a group of more than 75 faculty, staff and students all working on scaling climate action opportunities at the University.

CWRU CAN was the primary organizer of the University’s first Climate Action Week in March 2022.

The North Star for CWRU’s sustainability efforts is the Second Nature higher education Climate Neutrality commitment made in 2008. To help achieve the climate neutral by 2050 goal, CWRU hired a sustainability officer in 2011, and an energy manager in 2014.

Beyond working to implement the University’s agreed upon climate mitigation strategies the Office of Energy & Sustainability works across campus to share higher education sustainability best practice opportunities, to collect and report on sustainability data and success stories, and to create a culture that embraces sustainability focused business decision making and behavior change.

The work of the Office of Energy & Sustainability is aided by a program called the Student Sustainability Ambassadors which employs up to 16 students as interns. Undergraduate ambassadors join the office for at least two semesters and weekly meetings to help achieve the University’s sustainability goals. Students work in teams of two to three and help implement initiatives like the annual res hall energy contents and the Arbor Day Tree Campus application and program commitments.

Furthermore, Case Western President Eric Kaler has committed to completely divest the Case Western Reserve University endowment of fossil fuel-related investments.



Academic & Research Sustainability Related Centers

- > Climate Action Network
- > Coleman P. Burke Center for Environmental Law
- > Environmental Law Clinic
- > Environmental Studies major & minor
- > Fowler Center for Business as an Agent of World Benefit
- > Great Lakes Energy Institute
- > Inamori International Center for Ethics and Excellence
- > Social Justice Institute
- > Swetland Center for Environmental Health



<https://case.edu/sustainability/>

PRINCIPLE 3

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



NOW

- Execute on our vision of experiential, data-driven and market-based education
- Expand experiential learning into every degree program.
- Expand opportunities for alumni and industry to collaborate with Weatherhead.

NEXT

- Focus on experiential learning that will help produce graduates skilled in the science of multiple functional areas, and in the art of emotional intelligence, advocacy of their ideas, and effective cooperation.
- Evolve the portfolio of programs, concentrations, majors and minors to reflect market trends.
- Develop online and hybrid technology-driven learning models.
- Build connections between Executive Education and degree programs.

BEYOND

- Supplement existing curricula with additional beyond-the-classroom opportunities for students to develop interviewing, case analysis, presentation and interpersonal skills.
- Support ongoing hubs of collaboration by supporting new and existing Centers of Excellence.
- Develop new courses that are co-taught by faculty across disciplines.



"The dedication and time that they put into the project was beyond what we expected, and we could not be more pleased with the outcome. The team took on the project with the professionalism I would expect from a 20-year veteran in the industry. Bravo to the team and thank you for all the hard work they put into the project."

— Brandon Chrostowski, Edwins

Action Learning at the Undergraduate Level

Since 2005, undergraduate Weatherhead Action Learning teams have been demonstrating to the marketplace how well they can apply their critical thinking skills to real-life projects. Through their consulting projects with organizational clients, our students who have completed the core curriculum are given the opportunity to work with theories in practice, testing and adjusting their skills and knowledge to solve challenging business problems. They have completed projects in a broad range of strategic and functional areas, many of which are for repeat clients.

Action Learning gives each student team exposure to a real-life business project, meeting both a set deadline and client expectations. Action Learning is a senior capstone course for our undergraduate business students. Student teams are assigned to projects, which address business problems such as

process improvement, business growth and planning, organizational development, management control and reporting, or organizational communications. The nature of the projects depends on the interests and needs of the participating organizations.

During the semester the students participate in intensive seminars to learn strategies for organizing the projects and for working effectively with their client organizations. Experienced faculty coaches assist the student teams through regular ongoing coaching sessions. Action Learning spans one academic semester (15 weeks). Student teams are composed of 3–4 members, with each student working approximately 5–10 hours per week on the project.

Below is a sample of projects completed between Fall 2020 and Spring 2022:



Lake Erie Foundation

The Lake Erie Foundation (LEF) is a 501(c)(3) organization established in 2016 to sustain and protect the waters of Lake Erie now and in the future. The Lake Erie Foundation (LEF) is Lake Erie's advocate for economic sustainability, legal defense, education, outreach and innovative sustainable technology.

Weatherhead students were tasked with designing a dedicated webpage with meaningful dialogue regarding lessening dependence on plastic use. The webpage included links to organizations and articles to further educate people and suggestions for lessening the use of plastics in daily life.



Drink Local Drink Tap

Drink Local Drink Tap is a non-profit based in Cleveland and Uganda. They improve water equity through projects, programming and partnerships because they believe clean water is a human right.

Weatherhead students were tasked with helping with surveys and analysis related to better understanding the DLDT audience, and any other research or benchmarking needed to support their strategy setting and impact.



Action Learning at the Undergraduate Level



Facing History and Ourselves

Founded in 1976 in Massachusetts, Facing History and Ourselves is an international education and professional development organization committed to helping shape the next generation of informed, engaged citizens. Its mission is to use lessons of history to challenge teachers and their students to stand up to bigotry and hate.

Weatherhead students were asked to devise a strategy for the “New Building Project” using public relations and marketing best practice that would more deeply engage the Cleveland Community in the mission of Facing History.



Fairhill Partners

Fairhill Partners, formerly Fairhill Center, is a social purpose real estate campus with an emphasis on older adults, caregiving, intergenerational relationships, health promotion and lifelong learning.

Due to the ongoing Covid-19 pandemic, Fairhill Partners has lost several major tenants. The Weatherhead students worked on a project that assessed the true viable occupancy rate for leases, assessed the best use of available common space for revenue-producing activities, and assisted the Operations Director with a campaign to promote tenant retention and acquisition.



Saint Martin de Porres High School

Saint Martin de Porres High School (SMDPHS) provides a College and Career Readiness Program. Rooted in our guiding pillars of Work, Study, Serve, Lead and Pray, we offer a private, catholic education—without the cost! Drawing from the proven success of our network of more than 35 Cristo Rey schools nationwide, we set our students up for long-term success with a college preparatory education bolstered by more than 1600 hours of real-world, professional work experience.

In 2021 SMDPHS completed phase II of their campus building project including launching an on-site Wellness Center. Weatherhead students worked on two projects related to the school’s suite of wellness and support services including developing systems for metrics and program evaluation, developing a user-friendly website interface for completing documentation and linking to services, evaluating partnerships for the use of the space, streamlining consents and customer information throughout students’ time at SMDP, and evaluating the efficacy of similar programming at other secondary and post-secondary institutions.



Cuyahoga River Area of Concern Advisory Committee

The Cuyahoga River was designated as an Area of Concern (AOC) in 1987 by way of the Great Lakes Water Quality Agreement along with 42 other areas severely impacted by industrial pollution. The Cuyahoga River Area of Concern Advisory Committee is made up of 24 members that represent private business, government agencies, nonprofit organizations and the public.

The team researched whether other Areas of Concern around the Great Lakes have conducted economic analyses of the value of restoration projects and/or other investments associated with the AOC program. Students explored the factors that were considered, methodologies that were deployed and how the results were used.



Experiential Learning at the Graduate Level

The Weatherhead School of Management's vision is to be a leader in data-driven, experiential and market-based management education and research. We leverage our strengths from Appreciative Inquiry to Artificial Intelligence (AI to AI), empowering our graduates to solve complex problems and lead thriving organizations that do well by doing good.

Weatherhead believes that emphasizing experiential and interconnected learning will help produce graduates skilled in the science of multiple functional areas, and in the art of emotional intelligence, advocacy of their ideas, and effective cooperation. Weatherhead graduates understand how to harness modern technology to see the bigger picture, and how to use that knowledge to ethically lead their organizations forward.

Below is a sample of graduate level courses that use experiential learning as a core function to teach students.

"The group worked together well and organized tasks and research in a cohesive and balanced way. I was impressed with the initiative the team showed and found them to be very responsive to direction and feedback. The task I had assigned had many unknowns and yet they took on the challenge and were able to deliver results in a short period of time. Each team member brought various expertise to the project which proved to be valuable and well rounded. Overall, the group exceeded expectations and were a genuine pleasure to work with!"

— Deborah Walliser, Got Produce Brands

Quantum Leadership

(ORBH 330/430)

Professor Chris Laszlo, Organizational Behavior



Through the course, students learned mindfulness-type practices in an action learning process that allowed them to experience a greater connection to self, others, and nature. Recent research shows that such direct-intuitive practices support personal wellbeing, team collaboration, and organizational resilience as part of an upward spiral in leadership effectiveness and life satisfaction.

Additionally, students had the opportunity to provide advisory services to a company that is committed to greater flourishing at the individual and organizational level. The student groups worked with the organizations to scale positive impact, increasing their effect on employees and the organization. In 2021 and 2022, student teams worked with social ventures Perfectly Imperfect Produce, Rust Belt Riders, Edwins Leadership Institute and Restaurant, Got Produce Brands, and MPOWERD.

Experiential Learning at the Graduate Level

Individual, Team, and Career Development

(FNCE 436D)

Professor, Marybeth Keeler, Finance



This course is designed to focus on three areas of development critical to a student's personal and professional success: individual, team, and career development. This will be accomplished through a project with a company so that students get a real-life experience related to their field of study. This experience provides students with the opportunity to explore their career interests while applying knowledge learned in the classroom in a real-life setting. The experience also helps students build their professional networks and be part of a team assigned to work on the corporate project.

Master of Finance students have partnered with Breakthrough Public Schools to help with Breakthrough 2030, a long-range financial planning initiative. Breakthrough Schools is a non-profit organization supporting the highest-performing network of free, public charter schools in Cleveland, Ohio. In this project, Weatherhead students collect, assemble, and analyze a large sample of financial and academic data from best-in-class public schools and public-school networks to use in modeling Breakthrough's long-term financial planning process.

Doug Mangen, Chief Financial Officer at Breakthrough Public Schools, has coordinated this ongoing project with Weatherhead students. "As a non-profit organization, Breakthrough Public Schools would not be able to complete such a massive project without the assistance of a partner like Case Weatherhead," he said.

Six Sigma and Quality Management

(IIME 440)

Professor Michael Goulder, Operations



Weatherhead's Lean Six Sigma Green Belt Certification training provides participants with enhanced problem-solving skills. We emphasize the DMAIC (Define, Measure, Analyze, Improve and Control) process, along with critical tools such as regression analysis, chi-squared analysis, 5S, value stream mapping and others. Our Six Sigma Green Belt certification helps the employee serve as a trained operational excellence team member within his or her function-specific area of the organization.

Working through a Six Sigma project simulation, participants will fully engage with these tools, learning when and how to apply them for optimal results. During the project they will receive two hours of coaching in support of their project work to ensure they are able to successfully apply the learning. Finally, the Certification itself provides a valuable credential that demonstrates the participant's new knowledge and ability to apply these tools in practice.

Green Belts can do much of the "on-the-ground" data gathering and analysis for a Lean Six Sigma project. They do not have to be quality practitioners, but are indispensable in support of operational excellence. Whether in healthcare, finance, manufacturing, government, or any other type of service or product based industry Green Belt Training is ideal for anyone looking to contribute to the overall success and growth of their organization.

MPOD Appreciative Inquiry Practicum Projects

Appreciative Inquiry (AI) emerged at the Weatherhead School of Management in the 1980s as David Cooperrider and Ron Fry, both professors of organizational behavior, discovered the power of positive inquiry for igniting innovation and whole-system change. Their concept of AI has become a global movement with tens of thousands of practitioners on six continents—all working to identify the unique strengths of individuals, businesses and systems, and to leverage and unite those strengths to greater effect throughout whole systems.

Students in the Master of Science in Positive Organization Development and Change program take Appreciative Inquiry Practicum (MPOD 435). Through this course, student teams do “mini AI” interventions in local Cleveland organizations. Below is the field work completed during academic years 2021–2022. Over these two years 47 masters students worked with eight different organizations—seven for-profit and one nonprofit—and engaged more than 240 people with their interviews.

2021

Progressive

Engaged 25 stakeholders to explore how leaders could practice more generative feedback to stem the tide of microaggressions and climate of blame.



Progressive

Engaged 30 stakeholders to explore how to keep associates connected effectively in hybrid or at-home work conditions.



DA Surgical

Engaged 20 stakeholders in exploration of how to sustain and grow a passionate, patient-family centered practice during a leader/owner transition.



Manufacturing Works

Engaged total staff (15) to explore how to increase high engagement and purpose-driven organizational culture.



SIRVA

Engaged Learning & Development Division and business clients to explore how to embed employee development as a core value for leaders throughout the organization.



Dealer Tire

Engaged 25+ associates in exploring what parts of the DT culture need to be sustained and nurtured as they transition into at-home or hybrid working environments in post-pandemic times with anticipation of substantial additions to the workforce.



2022

Shaker Heights School District

Interviewed 25 stakeholders to help form the Vision, Mission, and Role for the newly formed Office of Diversity, Equity, and Inclusion. The key outcome was to add Well-being to the charter and scope of the office.



Kitzel & Sons

Engaged the whole organization (24) in an inquiry into Courageous Caring and Connection to create a more engaged workforce with personal accountability.



Amotec

Engaged 20 stakeholders (recruiters) to explore retention and talent development and stem the tide of resignations.



Progressive

Engaged 30 stakeholders to explore how to produce and sustain a sense of belonging for various levels of leadership in their evolving work environment (in-office, virtual, hybrid) in order to retain talent and produce leader well-being.



Executive MBA Experiential Learning Day



The Executive MBA (EMBA) program at Weatherhead School of Management is delivered over five semesters, or 21 months. Both fall and spring semesters consist of four 3-day visits. The summer semester is delivered abroad through the weeklong International Study Experience. The Weatherhead EMBA is a lock-step cohort program. Participants self-select learning teams; which represent essential study partnerships over the course of the program as well as invaluable resources for networking and organizational support. Learning teams often grow as close as a second family, with members establishing impactful, life-long relationships. Team members go on to be each other's mentors, advisers and even employers. Learning teams meet weekly outside of the classroom, either face-to-face or remotely, to achieve course objectives and enhance the learning experience. In addition, faculty often host optional study and review sessions, which are also recorded for virtual access.

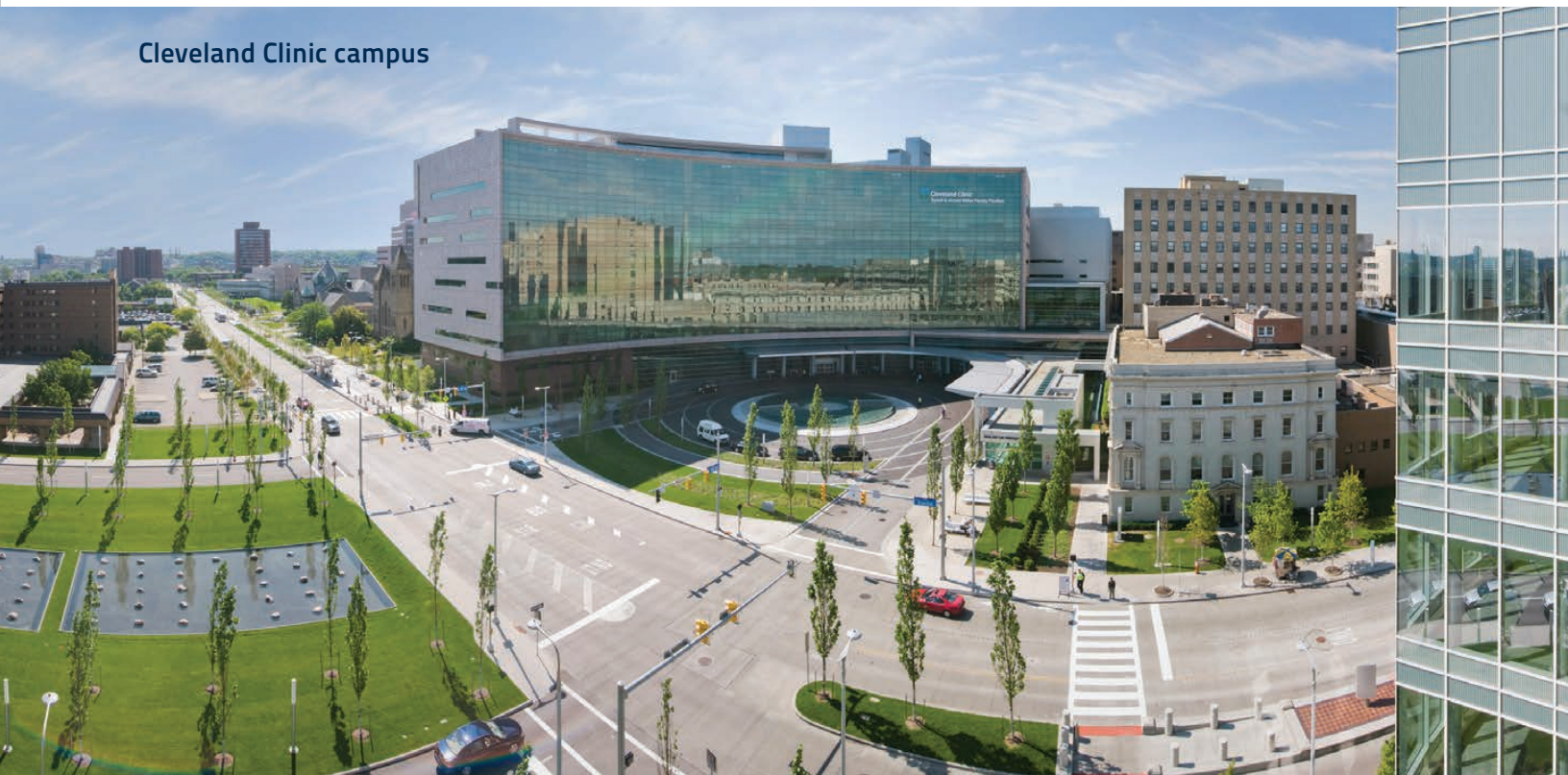
In 2021, all the Executive MBA students participated in a full-day session that took place virtually this year and gave students the opportunity to connect lessons and classwork to real-world experiences from individuals who live it every day. From patents and patient experience to supply chain operation and leadership styles, Executive MBA students enrolled in the Cleveland Clinic-Weatherhead Executive MBA program got a behind-the-curtain look from executives and other members of the C-suite at Cleveland Clinic during the EMBA Experiential Learning Day.

Panelists included Simrit Sandhu, former Chief Supply Chain & Support Services Officer, Adrienne Boissy, MD, MA, Chief Experience Officer, Will Morris, MD (MED '03), MBA (MGT '17), Executive Medical Director, Cleveland Clinic Innovations, James K. Stoller, MD, MS, (MGT '01) Chairman, Education Institute.



<https://weatherhead.case.edu/news/2021/02/25/emba-program-gives-students-a-behind-the-scenes-look-with-cleveland-clinic-executives>

Cleveland Clinic campus



Executive Education

The numbers tell our story. Last year, more than 3,000 people representing almost 600 organizations took advantage of our portfolio of 70+ programs for two reasons: growth and career development. Weatherhead professional development programs cover a range of topics designed to deepen your knowledge, build your skill set, and boost your performance. Weatherhead offers a variety of programs to meet the goals of our participants.

If you want to...

Design Solutions & Strategies



Appreciative Inquiry

Discover. Dream. Design. Create Your Destiny.

These tenets form the foundation of the breakthrough method known as appreciative inquiry (AI), which is designed to facilitate strategic shifts and long-term expansion within businesses. AI was developed by David Cooperrider, PhD, and Ronald Fry, PhD, both of whom are faculty members at Weatherhead. AI is used all over the world to alter organizations, broaden the vision of leadership, define strategy, and boost the strength of teams.

Under the direction of the people who pioneered the field of Appreciative Inquiry, you will build the foundation for your development as a leader for good change through participation in intensive workshops that emphasize hands-on learning. Options for programs teaching AI include:

- Appreciative Inquiry: Leveraging Strengths for Transformative, Lasting Change
- Igniting Positive Change through Appreciative Inquiry- Advanced Workshop in Appreciative Inquiry
- Change Your Questions, Improve Your Results
- Beyond Conflict Management: Transforming Conversations and Relationships

Innovation & Design

Best managers design systems, plans, initiatives, and procedures. These programs are designed to equip managers with the latest ideas and instruments for flexible and innovative thinking, which leads to the best possible results.

- Digital Transformation: Strategic Tools & Frameworks for Success—Online with Youngjin Yoo (Always Available)
- Influencing at All Levels
- Strategic Thinking Creating Long Term Success
- Critical Thinking and Problem Solving Tools for Project Leaders
- Digital First: Managing Disruption in the Digital Age
- Competitive Strategy

The New Change Equation

The most popular change management formula fails. Over 70% of corporate and personal reform efforts fail. When we can't act with agility, speed, and unity because we framed the situation incorrectly, we miss opportunities and lose income. Three decades of research and thousands of interviews show that we change best when we're powerful and optimistic, not when we're weak, negative, or helpless. Offered completely online, The New Change Equation leverages the practical insights of David Cooperrider, PhD, professor of organizational behavior and author of *Appreciative Inquiry: A Positive Revolution in Change*. This course is designed to help both individuals and leadership groups manage change to scale up every kind of excellence.

If you want to...

Improve Leadership Skills



Emotional Intelligence

Great leaders move us by tapping into a basic human characteristic—our emotions. Research has shown that exceptional leaders, executives, and managers are not just smart or lucky, but more frequently rely on their emotional intelligence. Emotional intelligence is the ability to understand, motivate, and develop yourself and others. Most importantly, emotional intelligence competencies can be taught and learned.

Under the direction of internationally known expert Richard Boyatzis, PhD, these high-impact learning experiences provide a comprehensive understanding of emotional intelligence (EI).

- Emotional Intelligence the Weatherhead Way
- Introduction to Emotional Intelligence
- Developing Your Emotional Intelligence: Core Competencies for Great Leadership
- Leading with Greater Self Awareness
- Resilience: Thriving through Uncertainty and Change
- Inclusive Leadership

Women in Leadership

As women advance in their careers, they need to develop new skills, perspectives, and approaches. Under the direction of Diana Bilimoria, PhD, these programs provide exceptional support for cultivating personal strengths, building networks, and overcoming barriers.

- Communication Strategies for Women in Leadership
- Helping Women Succeed
- High Impact Leadership for Women
- Developing Power and Influence for Women
- Career Success Strategies for Women in Leadership

Mindfulness for Effective Leadership

The ability to shift how your mind works in the face of change is a powerful leadership asset. The programs in this series present proven approaches to improve focus, creativity, and well-being in complex, fast-paced work environments.

- Navigating Uncharted Waters: Leading when Change is Hard
- Embodied Leadership Presence: Authentic Impact from the Inside Out
- Manage Your Mind First: the Promise of Mindfulness in an Uncertain Time
- Putting Mindfulness into Action



WEATHERHEAD ON COURSERA



Diana Billimoria, PhD
KeyBank Professor Chair
and Professor,
Organizational Behavior



Melvin L. Smith, PhD
Professor, Organizational
Behavior Faculty Director,
Executive Education



Ronald Fry, PhD
Professor,
Organizational Behavior



Richard E. Boyatzis, PhD
Distinguished University
Professor, H.R. Horvitz
Professor of Family
Business Professor,
Organizational Behavior,
Cognitive Science, Psychology



Ellen Brooks Van Oosten, PhD
Assistant Professor,
Organizational Behavior
Faculty Director,
Executive Education

The Inspired Leadership Specialization



A Coursera Specialization is a series of courses that helps you master a skill. In this specialization participants will learn how to overcome the ravages of chronic stress and renew their body and mind by building better relationships and positive approaches to leadership. Participants will learn the power of asking questions to become a more inclusive and self-confident leader, and how to effectively coach others toward sustained, desired change, learning or increased motivation in life and work.

There are 5 Courses in this Specialization

- 1: Inspiring Leadership through Emotional Intelligence
- 2: Women in Leadership: Inspiring Positive Change
- 3: Conversations That Inspire: Coaching Learning, Leadership and Change
- 4: Leading Positive Change through Appreciative Inquiry
- 5: Be a Leader, Develop a Leader

➔ <https://www.coursera.org/specializations/inspired-leadership>

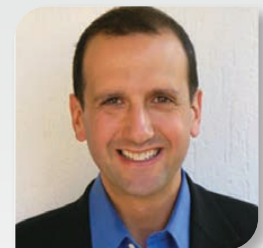
Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies



The path for entrepreneurs to grow their companies outside of well-developed entrepreneurial ecosystems like Silicon Valley is challenging. Most markets around the world do not look like Silicon Valley, and they never will. But there are other models to support new businesses. In transitioning markets (where entrepreneurs do not have much access to private sector financing), government officials, donors, and business leaders are experimenting with creative approaches to support the growth of entrepreneurs. Northeast Ohio, whose largest city is Cleveland, is one such community.

During our time together in this course, we will be exploring some of these innovative approaches.

During this course, we will hear from entrepreneurs who have launched products and services ranging from medical devices to LED lights to whiskey. You will learn how these entrepreneurs engaged with resources made available to them through a variety of programs and intermediary organizations.



Michael Goldberg

One of our goals is to learn about how different communities around the world are approaching implementing strategies and methods to support businesses.

MISSION

At Sears think[box], we seek to:

- > Support people in learning, refining, and utilizing skills to achieve their desired goals in innovation, entrepreneurship, and making;
- > Cultivate and welcome a diverse community; and
- > Create a culture which encourages persistence and values resilience.



VISION

Our vision is to inspire, educate and empower an inclusive community to explore, innovate, and solve problems.

At Larry Sears and Sally Zlotnick Sears think[box], we help dreamers do.



Housed in an iconic seven-story, 50,000-square-foot facility at Case Western Reserve University, Sears think[box] is a world-class innovation center, makerspace and entrepreneurship ecosystem that welcomes thousands of visitors each year—and is open to everyone at no cost.

Backed by the expertise of an R1 research institution, think[box] opened in its current location in 2015 to bring together resources for venture creation and entrepreneurship under one roof. Whether you're looking for prototyping and fabrication equipment, space to brainstorm, legal and business support to commercialize intellectual property, or guidance to create market-ready products with real-world impact, our team at think[box] can help.

Here, students have launched startups that change the trajectory of their careers; researchers have forged new partnerships and proven ideas viable; industry partners have discovered space to find new inspiration, and community members have turned part-time tinkering into full-time doing. It all goes to show, Sears think[box] is the ideal place to turn your idea into a reality.

Fowler Center for Business as an Agent of World Benefit

The Fowler Center was established in 2009, with the timely and generous gift of Chuck and Char Fowler. Originally named the Fowler Center for Sustainable Value, the donation launched the World Inquiry into Business as an Agent of World Benefit initiative, started in 2002, to a new level of priority, scale, and scope as an interdisciplinary center of excellence. The Fowler Center's aim is clear: to build on and leverage the legacy and to create the finest research, education, and applied center for Business as an Agent of World Benefit in the world.

Mission and Purpose

The Fowler Center helps propel business success + flourishing enterprise through the belief that business is one of the most powerful and positive forces for advancing a better world. The center challenges, at every turn, what might be called "the great trade-off illusion"—the myth that doing good is at odds with doing well.

The research, teaching, and service mission of the Fowler Center is to be one of the world's most powerful, science-based, and inspiring organization development centers for the advancement of business success and what we call "full spectrum flourishing."

Business as an Agent of World Benefit is about accelerating, as the new normal, the kind of full spectrum flourishing enterprise that's about (1) people being inspired every day and bringing their best selves to work; (2) it's about innovation arising from everywhere; and (3) it's about realizing remarkable relationship value with stakeholders—customers, employees, supply chain partners, communities, and the biosphere—to create unprecedented, enduring business advantage.



FOWLER CENTER FOR
BUSINESS AS AN AGENT
OF WORLD BENEFIT

"Every social and global issue of our day is a business opportunity in disguise... just waiting for the pragmatism of good business, its capacity for radical innovation and entrepreneurship, and its management for results."

PETER DRUCKER

About the Founder

David L. Cooperrider, PhD, is the Faculty Director and Founder of the Fowler Center for Business as an Agent of World Benefit. He is a Distinguished University Professor and holds the Fairmount Santrol-David L. Cooperrider Professorship in Appreciative Inquiry at the Weatherhead School of Management, Case Western Reserve University. David is also the Honorary Chairman of Champlain College's David L. Cooperrider Center for Appreciative Inquiry at the Robert P. Stiller School of Business. In 2017, David received "The Lifetime Achievement Award"—the highest honor in his field of Organization Development.

David is best known for his original theoretical articulation of "AI" or Appreciative Inquiry, created at the Weatherhead School of Management in the 1980's. Today AI's approach to strengths-inspired, instead of problematizing change, is being practiced everywhere: the corporate world, the world of public service, of economics, of education, of faith, of philanthropy, and social science scholarship.



David Cooperrider, PhD

Fowler Center Research

The Fowler Center is a leader in scholarship and research on business as an agent of world benefit. Below is a sample of the most recent research publications from the Fowler Center.

Global Inquiry as a Form of Positive Institution Building: A Living Case Story on The Generative Power of Story-getting (Fry, , Abaza 2022)

Introduction: A Moonshot Moment for Business and the Great Economic Opportunities of Our Time (Cooperrider, Selian 2022)

One Giant Leap: How Organization Development and Change Can Help Organizations, Industries, and World-changing Megacommunities Lead the Net-Positive Earthshot (Cooperrider, Godwin 2022)

The Business of Building a Better World: The Leadership Revolution That is Changing Everything (Cooperrider, Selian 2022)

Toward Reinvention of Your Theory of the Business: 5 Principles for Thriving in a Disrupted World (Zhexembayeva, Cooperrider 2022)

Innovating to Flourish: Toward a Theory of Organizing for Positive Impact (Ch. 16) (Dhar, Fry 2021)

Fowler Center Programs

AIM2Flourish

AIM2Flourish offers materials and support to educators around the world to help teach students about the strengths-based Appreciative Inquiry approach, how business can act as an agent of world benefit, and the UN Global Goals.

The Flourish Prizes

The 17 Flourish Prizes are chosen from stories published on AIM2Flourish.com and given annually to recognize the role businesses play in achieving the UN Global Goals for Sustainable Development.

Impact Investing Competition

The Fowler Center hosts an annual Impact Investing Competition to promote the value of impact investing, social value creation, and business for good education in a novel way that interests our students.

ThinkImpact

The ThinkImpact program gives students the opportunity to identify social or environmental issues and form teams to craft an innovative solution to their chosen problem or issue.

Business for World Benefit Clinic

The Fowler Center's forthcoming 'Business for World Benefit Clinic' will connect students to aspiring B Corporations to help them improve their environmental and social impact.

Global Forum Series

The Global Forum is a conference that taps into the "whole system of strengths" of participants and uses design tools from the world-renowned Appreciative Inquiry Summit method to enable and inspire individual, team and collective action.



AIM2Flourish

Twenty years ago, the World Inquiry into Business as an Agent of World Benefit was created to discover examples of business innovations benefiting society. Today, the AIM2Flourish program teaches students about the financial benefits that companies experience when they care about their employees, the environment and their communities.



The World Inquiry

The World Inquiry into Business as an Agent for World Benefit was a global inquiry into the human strengths, positive experiences, and hopeful future visions of a humane world at the intersection of business and society. A pilot of the World Inquiry was launched in spring 2002 when the first 178 in-depth interviews were conducted across four continents with positive change leaders from multi-hierarchical perspectives of business.

The World Inquiry offered new ways for people to share stories of exceptional business and social practices, connect with one another, and articulate a new vision of business as an agent of world benefit. People downloaded the appreciative inquiry questions, adapted and created new ones, and interviewed about astonishing innovations. The World Inquiry's objective was to use the positive potential of Appreciative Inquiry as a way of mobilizing millions and millions of face-to-face conversations with business leaders, visionaries, students, scholars, social entrepreneurs, and thought leaders and to link these to the original potential of the internet as a medium that inspires world-centric creativity, connection and coherence, and worldwide education as a whole.



“I found this assignment very enlightening and insightful as it shows that through working for something hard enough that you’re deeply passionate about, you’re able to make an unfathomable amount of change on a fairly big scale.”

STUDENTS FROM THE UNIVERSITY OF OTAGO, NEW ZEALAND





BY THE NUMBERS

20,000+

Students have participated in the AIM2Flourish assignment

165+

Professors that use AIM2Flourish in their courses

125+

Universities from around the world with published stories

120+

Countries in our global community

4,000+

Published Innovation Stories about business as a force for good

AIM2Flourish

AIM2Flourish was created from the World Inquiry in 2015. AIM2Flourish is a global learning platform showcasing business innovations that solve humanity's greatest challenges. AIM2Flourish was the world's first program designed for higher education to incorporate the UN Global Goals in order to teach students about business' potential to be a force for good. AIM2Flourish is an experiential learning assignment, taking students out of the classroom to interview a business leader about a business that is doing good for the world and doing well financially. The students' stories about their interviews are published on AIM2Flourish.com to inspire other students, business leaders, and investors as part of an engaged global community.

AIM2Flourish uses Appreciative Inquiry as an interview technique to help students see the positive aspect of business. Students ask business leaders about their high-point moments, ones where they felt most alive, effective, engaged and passionate, the story behind the motivation and inspiration, and the positive impact the organization is making. By asking strengths-based questions and combining the power of storytelling, students are able to imagine themselves as leaders for world benefit—discovering new ways of doing business that are both profitable and beneficial.

The Flourish Prizes

AIM2Flourish is a search for extraordinary business and society innovations that help to revolutionize the way the world eradicates poverty, restores the biosphere, and creates global understanding and peace.

The 17 Flourish Prizes are given annually, recognizing the role businesses play in achieving the UN Global Goals for Sustainable Development. The 17 Honorees are chosen from stories of positive business innovation published on AIM2Flourish.com during the preceding calendar year—stories discovered and published by students from around the world. The Flourish Prizes honor the business leader for their innovation as well as the student author(s) and professor.

The Flourish Prizes are announced and celebrated virtually every year with special announcement videos and recorded interviews with the honorees.

2021 & 2022 Flourish Prizes

1 NO POVERTY 	2021: East Bali Cashews in Indonesia 2022: Kitovu in Nigeria	10 REDUCED INEQUALITIES 	2021: Dave—Banking For Humans in the United States 2022: Messy Bessy Cleaners, Inc. in Philippines
2 ZERO HUNGER 	2021: SolFoil in Finland 2022: Eat My Lunch in New Zealand	11 SUSTAINABLE CITIES AND COMMUNITIES 	2021: Balance Farms in the United States 2022: Crop Swap LA in the United States
3 GOOD HEALTH AND WELL-BEING 	2021: Pacha Soap Co. in the United States 2022: Natural Balance Co. in South Africa	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	2021: Ditto Sustainable Brand Solutions in the United States 2022: Redwood Materials in the United States
4 QUALITY EDUCATION 	2021: Kaspersky in Russia 2022: Kiddom in the United States	13 CLIMATE ACTION 	2021: Lightyear in Netherlands (Holland) 2022: Ant Group in China
5 GENDER EQUALITY 	2021: Evolvin' Women in the United Arab Emirates 2022: Amarthia in Indonesia	14 LIFE BELOW WATER 	2021: ORA Estuaries in the United States 2022: The Plastic Flamingo in Philippines
6 CLEAN WATER AND SANITATION 	2021: AeroNero in India 2022: Absolute Water in India	15 LIFE ON LAND 	2021: Bioamin SA de CV in Mexico 2022: Biopencil in Peru
7 AFFORDABLE AND CLEAN ENERGY 	2021: Green Fluidics in Mexico 2022: Waterlight by E-Dina in Colombia	16 PEACE AND JUSTICE STRONG INSTITUTIONS 	2021: Defudger in Denmark 2022: La Trocha in Colombia
8 DECENT WORK AND ECONOMIC GROWTH 	2021: Jaipur Rugs in India 2022: MitiMeth in Nigeria	17 PARTNERSHIPS FOR THE GOALS 	2021: VimpelCom PJSC (Beeline brand) in Russia 2022: EPOCH Pi in the United States
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	2021: InnovaKit SAS in Colombia 2022: FactoryOS in the United States	 aim2flourish.com/about-flourish-prizes	

xLab

xLab is a center at the Weatherhead School of Management dedicated to partnering tech-savvy students, faculty and industry experts with legacy and industrial native companies. xLab's goal is to help companies understand, adopt and implement new business models to compete in the new digital economy.

xLab provides an experiential learning experience to undergraduate and graduate students through digital innovation projects with external "client" companies. Each semester, companies sponsor a project that specializes in creating real, marketable digital innovation tools and frameworks with trusted technology infrastructure and responsible business models that work for all. The client organization is then able to take this technology to market or apply user research in a real-world application.


The four areas of focus where most xLab projects fall are:

- **Healthcare:** Creating portable, private and verifiable tokenized health data pass to improve outcome, reduce cost and increase access
- **Education & Economic Mobility:** Designing distributed private self-verifiable credentials for better education opportunities
- **Sustainability:** Creating a trusted technology framework and governance model to promote sustainability and accountability with verifiable trace data sharing
- **Digital Commerce:** Creating decentralized platform to better match individuals needs with offerings

A typical xLab project spans at least a semester but may last up to a year. Each project team is comprised of 4–6 students, a faculty lead, and project coach. Students frequently have a computer science, MBA, and/or mechanical engineering background. They must apply and be accepted to xLab and are given course credit upon completion of the project. Some students who have worked on an xLab project are then hired as an xLab research assistant to continue the project into another phase, or to help lead incoming students on a new project.

"Students who work on xLab client projects learn both technical skills as well as gain experience working with a diverse team on complex, real world technologies and applications. Project teams work directly with the client company, and many students have been directly recruited for their client company as a result of working on an xLab project."

DR. YOUNGJIN YOO
xLAB FOUNDER AND
FACULTY DIRECTOR



xLab was founded by Youngjin Yoo, the Elizabeth M. and William C. Treuhaft Professor in Entrepreneurship and professor of design and innovation.

Coaching Research Laboratory



The Coaching Research Lab (CRL) is a joint initiative between scholars and leading organizations to develop a more comprehensive understanding of coaching through empirical research.

Using the latest research from the scholarship of coaching, woven together with real-life experiences of business leaders committed to realizing its many benefits, the CRL seeks to inspire coaches and coachees alike to pursue their passions, realize their dreams and contribute compassionately to the establishment of effective coaching relationships within their organizations.

As a result of the research conducted through the Coaching Research Laboratory, people, teams and organizations will develop and pursue their dreams and passions, and in the process, help to make society more adaptive, compassionate and engaging. By guiding and conducting research on all helping relationships, the CRL will guide the development of leaders, coaches, professors, physicians and nurses, and teachers to inspire those with whom they work and to inspire new generations of researchers with curiosity.

Recent Academic Publications by CRL Faculty & Doctoral Students

The Coaching Research Lab (CRL) research fellows and colleagues are continuing to advance their work on several coaching studies.

Boyatzis, R.E., Hullinger, A., Ehasz, S.F., Harvey, J., Tassarotti, S., Galloti, A. & Pinafore, F. (2022). The Grand Challenge for Research on the Future of Coaching. *The Journal of Applied Behavioral Science*. 58(2), 202–222.

Boyatzis, R.E. & Dhar, U. (2021). Dynamics of the ideal self. *Journal of Management Development*. 41(1), 1–9.

Dhar, U., Liu, H. & Boyatzis, R.E. (2021). Towards personal sustainability: Renewal as an antidote to stress. *Sustainability*. 13(17), 9945.

Liu, H. & Boyatzis, R.E. (2021). Focusing on resilience and renewal from stress: The role of emotional and social intelligence competencies. *Frontiers in Psychology*. 12.

Boyatzis, R.E., Goleman, D., Dhar, U. & Osiri, J.K. (2021). Thrive and survive: Assessing personal sustainability. *Consulting Psychology Journal*. 73(1), 27-50.

Martinez, H. A., Rochford, K., Boyatzis, R.E. & Rodriguez-Chaves, S. (2021). Inspired and effective: The role of the ideal self in employee engagement, well-being, and positive organizational behaviors. *Frontiers in Psychology*. 12.

Hinz, J., Stephens, J. & Van Oosten, E. (2021). Towards a Pedagogy of Connection: a critical view of being relational in listening. *Management Learning*.

Richard Boyatzis, PhD, researches how people and organizations engage in sustainable, desired change.



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.



NOW

- Have a relentless focus on research excellence of the highest order and quality.
- Incentivize interdisciplinary research.

NEXT

- Increase systemic support for research by faculty and students.
- Elevate awareness of research output through media outreach.
- Improve doctoral student engagement in research by increasing opportunities for research assistantship and standardizing teaching and service commitments across disciplines.

BEYOND

- Consistently assess research activities for both rigor and relevance to effectively incentivize research production.
- Support development of industry partnership and funded research.

Faculty Research Highlights

Weatherhead faculty are renowned for inspiring classroom leadership, groundbreaking research in management science and expert commentary on today's business issues. Management science is and must be a flexible field, responsive to cultural, technological, and economic changes. Our faculty's research helps to advance that field of knowledge and to influence those changes, sometimes garnering national attention along the way.



Philip Cola, PhD
Associate Professor
Department of Design
& Innovation

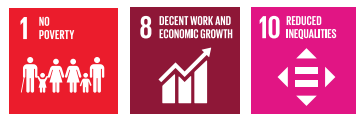


Breaking Through Barriers: Factors that Influence Behavior Change Towards Leadership for Women in Academic Medicine. *Frontiers in Psychology*

Under-representation of women in leadership at Academic Medical Centers (AMCs) is a known challenge such that, in 2021, women made up only 28% of department chairs. AMCs are addressing the dearth of women leaders through targeted programming to create leadership pipelines of qualified women. The FLEX Leadership Development Program at the Case Western Reserve University (CWRU) School of Medicine prepares women faculty for increased leadership opportunities. FLEX includes the opportunity to leverage executive coaching to accomplish individual goals. The FLEX program has the explicit goal of increasing the number of women in visible leadership positions in academic medicine and health sciences.



Daniel Shoag, PhD
Associate Professor
Department of Economics



Ban the Box' Measures Help High-Crime Neighborhoods

Many localities have in recent years regulated the use of questions about criminal history in hiring, or "banned the box." We show that these regulations increased employment of residents in high-crime neighborhoods by up to 4%, consistent with the central objective of these measures. This effect can be seen in both aggregate employment patterns for high-crime neighborhoods and in commuting patterns to workplace destinations with this type of ban. The increases are particularly large in the public sector and in lower-wage jobs. This is the first nationwide evidence that these policies do, indeed, increase employment opportunities in neighborhoods with many ex-offenders.

Faculty Research Highlights



Pooyan Kazemian, PhD

*Assistant Professor
Department of Operations*



The cost-effectiveness of human immunodeficiency virus (HIV) preexposure prophylaxis and HIV testing strategies in high-risk groups in India. *Clinical Infectious Diseases*

We populated an HIV microsimulation model with India-specific data and projected clinical and economic outcomes of 7 strategies for MSM/PWID, including status quo; a 1-time HIV test; routine HIV testing every 3, 6, or 12 months; and PrEP with HIV testing every 3 or 6 months. We used a willingness-to-pay threshold of US\$1950, the 2017 Indian per capita gross domestic product, to define cost-effectiveness.

While the World Health Organization recommends PrEP with quarterly HIV testing, our analysis identifies PrEP with semiannual testing as the cost-effective HIV prevention strategy for Indian MSM and PWID. Since nationwide scale-up would require a substantial fiscal investment, areas of highest HIV incidence may be the appropriate initial targets for PrEP scale-up.

.....



Diana Billimoria, PhD

*Professor
Department of
Organizational Behavior*



Barriers and Mitigating Strategies of Entrepreneurial Business Growth: The Role of Entrepreneur Race and Gender. *Entrepreneurship Research Journal*

In this study, we investigate the obstacles to growth and the mitigating strategies of high-performing (over \$1 million in revenues) entrepreneurial businesses, and how these differ between businesses owned by Black and White entrepreneurs and between female and male entrepreneurs. Data were collected through semi-structured interviews and qualitatively analyzed using grounded theory and thematic analysis methods. Findings reveal that the lack of access to capital is faced by all groups of entrepreneurs, but that Black and female entrepreneurs additionally faced racial discrimination and gender bias obstacles to their business growth. While all entrepreneurs used social capital strategies to mitigate the barriers to growth that their businesses faced, Black and female entrepreneurs additionally employed faith and prayer as well as business engagement in governmental and corporate diversity initiatives as strategies to overcome the obstacles. Implications of the findings for the entrepreneurial business growth of racial/ethnic minority and female-owned firms are discussed.

Faculty Research Highlights



Tracey Messer, PhD
Assistant Professor
Department of
Organizational Behavior

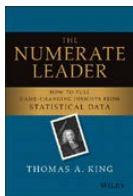


Appreciating Large Classes: Using Appreciative Inquiry to Foster a Hospitable Learning Space for Experiential Learning. *Journal of Management Education/Sage*

Experiential learning has been documented as an effective method for student learning, yet its use in large-enrollment classes remains limited. Kolb’s experiential learning theory emphasizes that experiential learning requires a hospitable learning space (HLS) that is conducive to learning. In this article, we reframe the challenges to experiential learning in large classes as a failure to create and maintain an HLS, and we propose Appreciative inquiry as one solution to this problem. Appreciative inquiry is an organizational development methodology that practitioners have successfully used to engage large groups to leverage their strengths and resources. First, we describe the HLS as an overarching theoretical framework to address the lack of engagement when conducting experiential learning in large classes. Second, we use the principles of Appreciative inquiry to provide actionable suggestions to instructors facing these challenges. Finally, through the use of appreciative inquiry, we argue that some characteristics of large classes can instead be viewed in an appreciative way as available resources to generate an engaging experiential learning process for students.



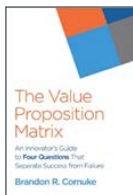
Book Publications



The Numerate Leader: How to Pull Game-Changing Insights from Statistical Data (2021)

By Tom King

Using a qualitative approach to introduce statistical reasoning, *The Numerate Leader: How to Pull Game-Changing Insights from Statistical Data* is a cutting-edge book that helps the reader extract information from unfamiliar data sets. Combining introductory statistics with a few ideas from the philosophy of science, this work helps generalists find patterns that may be expected to recur in the future. *The Numerate Leader* is key in helping develop the skills to identify provisional relationships between disparate data sets and then assess the significance of conclusions reached.



The Value Proposition Matrix (2022)

By Brandon Cornuke

Like the corners of a foundation, starting with four fundamental questions will put your new venture on solid footing. The Value Proposition Matrix explains how to use these questions to sharpen any business idea—be it a new product, service, or model—and chart an efficient path forward. This simple innovation methodology has helped hundreds of entrepreneurs and students, and inspired some of the most respected organizations in the world, including Fortune 500 companies, major hospital systems, world-class cultural institutions, top universities, and professional sports teams.



Strategic Corporate Social Responsibility: A Holistic Approach to Responsible and Sustainable Business (2022)

Forward: Strategic Corporate Social

Responsibility is the Future of Management
By David Cooperrider

With the changing expectations of consumers, employees and regulators, being best in the world is no longer enough. Businesses are now also expected to be best for the world: to be socially and environmentally responsible, sustainable and ethical. Based on the idea that strategic CSR offers the most holistic and effective approach to corporate social responsibility, the author presents the key concepts, theories and philosophical approaches to CSR, along with

the practical tools needed to implement this knowledge in the real world.



Developing and Supporting Multiculturalism and Leadership Development: International Perspectives (2020)

Chapter 9. Academic Freedom at the Business School
By Timothy J. Fogarty

Humanizing education, which successfully instills values that support inclusivity and equality, should be built around cultural context and experiences derived from the work of researchers and academics. This book reviews work conducted by academics globally to uncover the strategies and tools designed to facilitate better learning and integration of inclusivity.

The authors make the engaging argument that social justice education and inclusion should be an inherent part of the curriculum. Case studies from Africa to the USA and UK are showcased to demonstrate effective examples, from which readers benefit from a real-life model of a classroom environment supporting multiculturalism. Ultimately, the book illustrates the importance of appropriate curriculum development involving all stakeholders and the integration of multicultural educational topics.



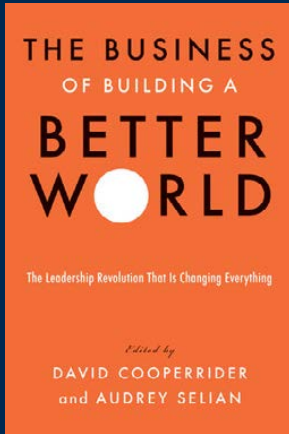
Responsible Management Education: The PRME Global Movement (2021)

Chapter 6: Propelling PRME's Promise: From Our Peter Drucker Moment to the End of Climate Gradualism
By David Cooperrider

Written by many of the key influencers at the Principles for Responsible Management Education (PRME), the book focuses on advancing sustainable development into education, research and partnerships at higher education institutions and, specifically, at business schools, with the purpose of educating responsible leaders for today and tomorrow.

The book serves as a concrete source of inspiration for universities and other stakeholders in higher education on structures, processes and content for how to advance responsible management education and sustainable development.

Book Publications



The Business of Building a Better World: The Leadership Revolution that is Changing Everything

*Edited by David Cooperrider and Audrey Selian,
Contains chapters by Weatherhead faculty
Chris Laszlo and Ron Fry*

Twenty-nine leading scholars and executives provide a visionary look at the future of business, propelling past damaging industrial-age values to uncover the key ingredients of humanistic, ecologically sustainable, and intergenerational prosperity.

Through the exploration of robust cases and stories packed with deep insight and vital science, this extraordinary collection explores how we can adapt our notions of value, markets, and models of cooperation and collective action to create a world where economies and businesses excel, all people thrive, and nature flourishes.

In part I, “The Business of Business Is Betterment,” the contributors show how enterprises today are further developing—and even taking a quantum leap beyond—the multistakeholder logic of “shared value creation.” Part II, “Net Positive = Innovation’s New Frontier,” is focused on what companies can and are doing to move away from “doing no harm” to playing an active role in solving environmental, social, and economic problems. The final section, “Ultimate Advantage: A Leadership Revolution That Is Changing Everything,” looks at new leadership paradigms—characterized by unexpected qualities like virtue, love, compassion, and connection—that are crucial to creating engaged, empowered, innovative, and out-performing enterprises.


This book is designed to galvanize change and unite a global community of inquiry and action. It establishes the conceptual cornerstones for a new kind of business practice that will lead the way to an equitable, sustainable, and flourishing future.

.....
“Thankfully we are not short on guides to light our path. In this volume, The Business of Building a Better World: The Leadership Revolution That is Changing Everything, David Cooperrider and Audrey Selian bring together a treasure trove of thought leaders and some of the most path-breaking CEOs of our time. The book is imaginative, empirically researched and actionable. What is more, this book is not just about the future. In prompting leaders to aspire to something greater, it can help shape the future.”

— Jesper Brodin, CEO of IKEA, and Halla Tomasdottir, CEO of the B-Team

CONTRIBUTORS

- Joey Burton
- Kim Cameron
- David Cooperrider
- Udayan Dhar
- John Elkington
- Jed Emerson
- Ben Freeman
- R. Edward Freeman
- Ronald Fry
- Marga Hoek
- Bart Houlahan
- Michele Hunt
- Naveen Jain
- Rosabeth Moss Kanter
- Andrew Kasso
- Mark R. Kramer
- Chris Laszlo
- Gillian M. Marcelle
- Roger L. Martin
- Ignacio Pavez
- Paul Polman
- Richard Roberts
- Louise Kjellerup Roper
- John Schroeter
- Audrey Selian
- Raj Sisodia
- Andrew Winston
- Nadya Zhexembayeva

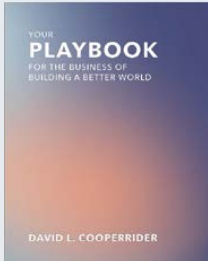
A stack of several orange books is fanned out on a wooden surface. The books are titled 'THE BU OF BU' in large, bold, black letters. Below the title, the subtitle 'The Leadership Revolution That Is' is visible. The authors' names, 'DAVID COOPERRIDER and AUDREY SELIAN', are printed at the bottom of the cover. The books are slightly overlapping, creating a sense of depth and abundance.

“Taken together, this international group of authors affirm that the journey toward an inclusive economy is possible only with bold leadership from business—and that those who take the lead will benefit enormously. Whether you are a titan of industry or budding entrepreneur, you’ll find wisdom and inspiration in the chapters ahead.”

— Paul Polman, B Team Leader and former CEO of Unilever

Recent Special Publications

As outcomes of the Fowler Center’s Fifth Global Forum for Business as an Agent of World Benefit and the book *The Business of Building a Better World: The Leadership Revolution that is Changing Everything*, David Cooperrider has authored and organized the following special publications.



Your Playbook for the Business of Building a Better World (OCT. 2021)

By David Cooperrider

To accompany the Fifth Global Forum for Business as an Agent of World Benefit and the book *The Business of Building a Better World: The Leadership Revolution that is Changing Everything*, David Cooperrider compiled the Playbook for the Business of Building a Better World. This Appreciative Inquiry-style workbook takes all the studies, stories, and success principles in *The Business of Building a Better World* and gives users a powerful methodology to propel their organization’s journey. The playbook’s goal is to help magnify, multiply, and mobilize collective capacities and access a universe of strengths, to deliver on the promise of business for good.



AI Practitioner International Journal of Appreciative Inquiry: The Discovery and Design of Positive Institutions (FEB. 2022)

By David Cooperrider

Age Building on the momentum of the Fifth Global Forum, the International Journal of Appreciative Inquiry wanted to create an issue about “The Discovery and Design of Positive Institutions”. From David Cooperrider, “In this decisive moment in our human history, we have an unparalleled opportunity to re-imagine how we approach change leadership and organizational transformation in ways that create entirely new sustainable and net positive organizations, tri-sector partnerships and megacommunities.”

The issue was introduced by David Cooperrider and Weatherhead alumni Lindsey Godwin and contains ten articles about positive institutions.



Organization Development Review: One Giant Leap: How OD Can Help Lead the Net-Positive Earthshot (SPRING 2022)

By David Cooperrider

David Cooperrider received an invitation from the top journal in the field of Organization Development to have the Fowler Center organize, envision, and lead a 10-article special issue aligned with and guided by the Fowler center’s mission for building a future of “full-spectrum flourishing” ...that is, “A world where organizations and economies can excel, all people can thrive, and nature can flourish, now and across the generations.”

The journal issue was created and guided by David Cooperrider and former Weatherhead graduate Lindsey Godwin as co-authors and editors.

Research Highlights from Doctoral Degree Programs

The Weatherhead School of Management at Case Western Reserve University has been a strong innovator and advocate for practitioner-focused doctoral degrees. Launched in 1995, the Doctor of Management (DM) program was one of the first of its kind. Now offered as the Doctor of Business Administration (DBA) degree, this program offers the unique option to join the PhD in Management: Designing Sustainable Systems program at Case Western Reserve University. The PhD in Management: Designing Sustainable Systems program extension to the DBA/DM program is an opportunity for those who wish to reorient their careers to formally pursue positions as academic researchers and scholars. The DBA program at Weatherhead prepares executives to create social, intellectual and economic value for their organizations and society at large. Additionally, students can apply for the Fowler Center Fellowship, which is awarded to DM/DBA students who study topics related to the management of sustainable enterprises.

Weatherhead's PhD in Organizational Behavior was the first of its kind. Graduating our first PhD students in 1964, this department set the standard for universities worldwide. United by a passion for generating new knowledge of enduring consequence through scholarly research, inquiry and writing as well as deeply reflective practice, doctoral students study in a department consistently ranked among the best in the world. Organizational behavior is a vital and growing field of knowledge that is concerned with human and developmental processes across levels of analysis from individuals and groups through organizations, inter-organizational systems, and societies. The academic roots of the field span the disciplines of individual and social psychology, sociology, anthropology, political science and social philosophy. Organizational behavior situates the knowledge and tools of those disciplines in the context of the human dimensions of organizational life.

See the highlights from Fowler Center DM/DBA Fellows and a list of featured dissertations from the PhD in Management: Designing Sustainable Systems and PhD in Organizational Behavior programs.



Mike Bellissimo
DM 2022/PhD 2023

In Mike Bellissimo's prior qualitative and quantitative research, the role and behavior of the hospital leader was examined as an antecedent to team performance and organizational resilience during the Global Covid-19 Pandemic. Leadership humility, agility and curiosity were found to be predictors of resilience as defined as being relatively unaffected by the pandemic and as expressed by greater collaboration, coordination, communication, and cooperation in and between hospital organizations.

In Bellissimo's current research he seeks to understand why the largest hospital network in the United States (US), the Veterans Administration (VA) Hospital, was relatively unaffected by the global pandemic in terms of mortality of members served following decades of reported poor quality of service. The VA has many missions beyond continuing care for veterans, including supporting the Department of Defense in times of war. As such, they are always prepared for a crisis. Most prior non-VA research measured crisis leadership behavior in healthcare in normal times and predicted it for the extreme.

Research Highlights from Doctoral Degree Programs



Michael Richard Cauley
DM 2022

Michael Cauley's research focuses on sociotechnical systems in health care, especially the decision making of health care practitioners between the logic of intimacy and the logic of standardization in the electronic medical record. Cauley has a desire to understand how physicians solve problems and then find out about non-work identities. Physician well-being is in decline and within well-being, identity is a challenge. Cauley's work at Case Western will follow the practitioner-scholar model in producing research that will not only be published but will be taught in healthcare leadership development programs.



Tim Nguyen
DM 2022

Tim Nguyen's research centers around the theme of business as an agent for world benefit. He endeavored to understand the factors that influence business leaders as agents of change with their eyes toward human emancipation, environmental preservation, and economic prosperity. To be more precise, he is interested in understanding how educational institutions based in the United States shape ethical development in business leaders. Nguyen investigates why some businesses are able to be economically successful while simultaneously making the world a better place (as defined here as improving socio-environmental conditions, reducing inequality, fostering human growth and well-being).



Ezekiel Bonillias
DM 2022

Ezekiel Bonillias's research aims to address the social, political and economic factors that impact Latino-owned firms and impede their ability to scale. His focus is to develop a cognitive-model for Latino-entrepreneurs that would increase community engagement, support economic growth and integrate processes and systems that can scale the growth of Latino-owned firms. Such research would aid economic development organizations, chambers of commerce and business support organizations on allocating resources to an overlooked demographic segment in the U.S. He believes his research will be a piece in unlocking a complex puzzle that can unlock the economic potential of these firms and their contribution to the economic recovery post-COVID 19.

Research Highlights from Doctoral Degree Programs



Brian Moran
DBA 2023

B Moran is exploring the connection between ESI competencies and performance. His qualitative research involves behavioral event interviews utilizing critical incident interviewing techniques. The quantitative portion will include surveys for ESI competencies (ESCI), General Mental Ability (Ravens Progressive Matrices), and personality traits (NEO-FFI). Outside of CWRU, he has been assisting researchers at Texas A&M in studies related to “Inspired Teams”. That research will involve administering surveys as well as conducting interviews among teams within companies. The goal is to identify new and confirm existing inspired team competencies and their relationship to performance. All of his research interests involve improving individuals, teams, and organizations to operate in a healthier manner, especially relating to ESI.

.....



Jane Day
DBA 2023

Jane Day is driven to understand the underlying factors that make possible the positive link between promoting a more expansive wellbeing for a broader community and experiencing increased wellbeing within an organization. Day is excitedly exploring the factors that influence leaders’ ability to design organizations that promote mutual stakeholder success, and how this might occur by regeneratively advancing wellbeing through an outward, community-oriented mindset at multiple levels throughout an organization, beginning with the leader, radiating to the broader community, and returning to lift the members of the organization, ultimately positioning the business to be an even greater agent of world benefit.

.....



Vivaja Parameswaran
DBA 2023

Vivaja Parameswaran was drawn to the possibility of combining her research interest in cardiometabolic disease with environmental sustainability. She is impressed by the collaborative effort of scientists from all over the world but agrees with some of the criticisms around its broad generalization. She got the opportunity to reassess her attitudes objectively towards the EAT commissions report especially from the perspective of UN Sustainability Goals. Her research interest towards addressing protein consumption, thus her doctoral research will explore the drivers and decision making around protein choice. Vivaja hopes to design and develop initiatives that shape food policy and are implemented by collective action in local communities.

Research Highlights from Doctoral Degree Programs



Dane Smith
DBA 2023

Dane Smith’s research focuses on academic entrepreneurship and the capitalization of knowledge. He is specifically interested in studying the characteristics of university faculty that are repeatedly in demand from industry for crossing academic and industrial boundaries, with regard to utilization and commercialization of their research or teaching. He is responsible for building sustainable stakeholder and shareholder value into our companies by focusing on positive impact, radical innovation, and holistic systems design. His team develops diverse and inclusive entrepreneurial leaders that demonstrate emotional, social, and spiritual intelligence in their personal and professional lives.



Damos Solaru
PhD 2023

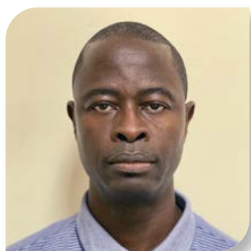
Damos Solaru’s research focused on the development of a scale similar to the Equator principles, for diversity. As a subset of the study of sustainability, the issue of diversity has not received as much attention as gender equity or environmental risk despite it being at the root of many business failures. This will enable him to evangelize change in how diversity is considered and treated in businesses in sub Saharan Africa. The primary users of his research will be academic institutions and corporate institutions each searching for improvements in how business is conducted as well as the development of indigenous and relatable best practices.



Aissa Yero
CM2022

In her research on Foreign Direct Investment, Aissa Yero addressed various aspects of development. Such key development factors investors rely on, associated with the level of governance, skills enhancement, infrastructure development, income disparities, and others, are all part of a sustainable development that renders an economy appealing for investment. She discovered that decisions by businesses and other forms of institutions in the non-private and governmental sectors influence each other. There is a connection between investment and public sector development, although investment tends to occur in the private sector. These development and economic factors investors make business decisions on are not necessarily, only matters of returns on investment but also support economies in achieving the goals of sustainable world development. Building a better future for all makes it a primordial necessity for private investment actors in partnership with non-private organizations to execute long-term goals supporting sustainable growth. Researching these topics of development, especially involving developing countries, is a way of assisting economies in reaching a level of sustainable development and creating an attractive environment for responsible investment.

Research Highlights from Doctoral Degree Programs



Seyi Ajayi
DBA 2023

Seyi Ajayi is studying the implementation of Environment, Social and Governance Principles (ESG) in corporations. Emerging literature shows the importance of embracing ESG principles as resulting in positive accretive value to an enterprise. Corporations around the world are fast embracing ESG principles and there has been increased attention paid to this phenomenon in recent years. This was not always so. Few empirical studies have provided a link between ESG principles and organizational behaviors. In this research, Seyi has addressed this gap by conducting a qualitative inquiry using semi-structured interviews of 30 respondents consisting of board of directors and corporate management in a variety of settings in Nigeria, USA and UK. He found that leadership authority is the dominant factor driving the embracement and implementation of ESG principles and that ESG perceptions vary by country.

.....



Redda Ben Geloune
DBA 2023

Redda Ben Geloune is involved in both business as the CEO of an IT group operating all around Africa but also in academia as a Co-Director of an entrepreneurship program at HEC Paris. His purpose in life is to have a positive impact in Africa to make this continent a better place to live leveraging values created by winning companies. His current research can potentially help millions of people as the main idea is to understand how Artificial Intelligence can leverage deep level factors to help organizations to build high performance teams.

.....



Roman Terekin
DBA 2023

Roman Terekin's research is focused on peer coaching groups (PCG)—small groups of people of relatively equal status that meet regularly to help each other with personal and professional development. It is an innovative method of leadership development that can be successfully used both within individual companies and as an inter-organizational platform. PCG provides free and equal opportunities for everyone to learn and exchange knowledge and has been implemented by a growing number of Fortune 500 companies, governmental organizations, nonprofits, and leading academic institutions. Among other things, PCG enables organizations to adopt a more sustainable and equitable business model centered on employee wellbeing, creating a more equitable field for business competition in any sector of the economy. Terekin's research is situated at the forefront of emerging scholarship on this topic and seeks to fill in an existing critical gap in our current knowledge and understanding through a combination of in-depth qualitative and quantitative studies, including those with PCG participants of Young Presidents' Organization, Vistage, Women Presidents' Organization, and global corporations. Roman's aspiration in exploring this topic is to make a contribution to corporations and universities' efforts in facilitating holistic sustainable development of current and prospective leaders.

Featured Dissertations from the PhD in Management; Designing Sustainable Systems and PhD in Organizational Behavior programs

2021	Roxanne Jimenz	Effectiveness of Nonprofits On Factors that Influence the Social Aspects of Well-Being in Food Desserts
2021	Alexis Rittenberger	Managing Scholar/Practitioner Tensions In Professional Programs: A Study of Library and Information Science Faculty
2021	Rick Cardot	Price Wars And Managerial Sensemaking: A Mixed-Methods Study
2021	Larry Clay	Integrative Ecosystem Management: Designing Cities and Co-creating the Flourishing Ecosystem
2021	Ghassan Abukar	System Influence Framework: IT Project Manager's Influence To Form Critical Stakeholder Alignments And Promote Value Realization
2021	Samira Askarova	Managing Successful Strategic Turnarounds: A Mixed Methods Study of Knowledge Based-Dynamic Capabilities
2021	Simon Tang	Impact of Systems Thinking on Information Technology Audit Scope
2021	Stephanie Herbst Lucke	The Dynamics and Impacts of Conference Change in Intercollegiate Athletics: A Strategy Group and Institutional Analysis
2021	Queen Jaks	What's Good in da Hood? Hoodology in Organizations
2021	Amanda Varley	Coaching in the Collective: How Group Coaching Effects the Progress and Well-being of PhD Students
2021	Sophie Jané	Inclusion in Organizations: Social Risk and Power
2021	Angela Oetama-Paul	When Organizations Can't Handle Survivors' Truths: Whistleblowing When Trauma is Involved
2022	Amanda Blake	Embodied Awareness, Embodied Practice: A Powerful Path to Practical Wisdom
2022	Jennifer Bishop	Factors Influencing the Advancement of African American Women in Banking: Yet None Have Advanced Into the C-Suite of the Top 4 U.S. Banks
2022	Udayan Dhar	The Interplay of Emotionally Salient Developmental Experiences, Career Stages, and the Ideal Self: An Index Development and Survey analysis
2022	Samantha Erskine	Leader Disenfranchisement and Disempowering Workplaces: Intersectional Insights About the Emotions and Practices of Whiteness and Patriarchy From Women CEOs
2022	S. Mercedes Mcbride	Making Things Sensate: Inducing Artifactual and Aesthetic Experience to Enable Cross-Rose and Cross-Organizational Coordination
2022	Jessica Danielle Hinz	Meeting Grievers Where They Are: The effects of interactions at work following a personal loss on grievers' sense of connection, meaning at work, and growth
2022	Estelle Archibold	Inter(Subjective) Experiences of Generative Conflict in Teams: An Exploration of Factors Contributing to Embodied Conflict Processes during the COVID-19 Pandemic
2022	Stormy C. Sweitzer	(Inter)Actions, Images & Inquiry: Social Media Affordances and Micro-Social Processes in the Emergency of Macro-Organizational Phenomena

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.



NOW

- Foster opportunities to connect students and alumni through speaker series, career development workshops and school events.
- Execute on our vision of experiential, data-driven and market-based education, building on partnerships with local, national and international organizations.

NEXT

- Partner with the corporate and nonprofit communities in Northeast Ohio which will provide a fertile ground to craft a market-based, experiential learning environment to meet the vast shortage of professionals in the region.
- Establish and sustain a formal recruitment network to boost placement quality and quantity.

BEYOND

- Forge alliances with our industry partners, starting with the healthcare sector, which now comprises over 20% of the U.S. economy and where the Cleveland community plays a leading role.
- Integrate faculty in student recruitment and placement.
- Support development of industry partnership and funded research.

Weatherhead Organizational Partnerships

Weatherhead faculty are involved in a variety of academic activities and organizations. In particular, Weatherhead faculty present annually at the Academy of Management (AOM) and Globally Responsible Leadership Initiative (GRLI) on topics related to global social responsibility. Additionally, as an AACSB accredited business school, Weatherhead holds itself accountable for improving business practice through a commitment to strategic management, learner success, and impactful thought leadership..



Academy of Management (AOM)

Academy of Management (AOM) is the preeminent professional association for management and organization scholars. Their worldwide members are professors and PhD students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application. The Academy of Management publishes several academic journals, organizes conferences, and provides forums for management professors and managers to communicate research and ideas.

In 2021 the 81st annual meeting of the Academy of Management was held virtually with the theme "Bringing the Manager back in Management". Presentations included "Intersectionality as a Method for Antiracist Research and Practice" and "Perceptions of Group Membership: Bringing Intentionality to the Forefront of Inclusion and Exclusion" by Sophia Jane, Stormy Sweitzer, and Diana Bilimoria, "#ShareTheMic: Pandemic Adjustments, Allyship, and Antiracist Research & Practice," by Samantha Erskine, and "Person in Process of Practice: Between helping and managing helping," by Michael Cauley.

In 2022 the 82nd annual meeting of the Academy of Management was held in Seattle Washington and online with the theme "Creating a Better World Together". Presentations included "Impacts of Management Consultant Deep Values on client-consultant Cooperation" by Shola Ajiboye, "Examining Gender Equality in Various Organizational and National Contexts-"eSTEAMed Women: Exploring 40+ Years of Women's Career Experiences in Science, Technology, Engineering, Art, and Math" by Kathleen Buse, "Peer Coaching Groups to Bring Development for Everyone" by Roman Terekhin, and "What do they want? The effect of logistical service quality on direct-to-consumer customer satisfaction" by Mike Goulder, Yunmei Wang, and Kalle Lyytinen (nominated for ISM Best Paper Award).

For a full list of presentations that align with PRME, including those at AOM, see Appendix B.



Globally Responsible Leadership Initiative (GRLI)

Fairhill Partners is a social purpose real estate The Globally Responsible Leadership Initiative (GRLI) is a deeply engaged international, multi-sector community focused on catalyzing the development of globally responsible leadership and practice. Founded in 2005, the GRLI facilitates an inclusive and collective call for deep systemic change across three domains: how we live and make a living, how we learn, and how we lead. Being consciously connected to one's own self, to others in meaningful relationships and to the whole is a prerequisite for making that change a reality. This emergent paradigm represents a shift in consciousness from "I" to "We", to "All of Us". Robert Widing, former Dean of the Weatherhead School, is a member of the Advisory Group for GRLI.



Weatherhead Organizational Partnerships



AACSB

In addition to the accreditation that the University maintains through the Higher Learning Commission, Weatherhead is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. The global, nonprofit organization serves over 1,700 member organizations and more than 840 accredited business schools worldwide. Their mission is to foster engagement, accelerate innovation and amplify impact in business education through the highest standards of excellence in business education.

Weatherhead School of Management programs have been fully accredited by AACSB International since 1958. Weatherhead has a history of partnering with and being recognized by AACSB International. Our faculty members have facilitated seminars through the AACSB for leaders of other Universities in topics such as design and creativity, and sustainability and flourishing enterprise.

In the past two years, AACSB International has recognized Weatherhead in the following ways:

In 2022, Weatherhead alumni, Shelly McNamara, the Chief Equality and Inclusion Officer at Procter & Gamble, was recognized as a 2022 Influential Leader for Diversity, Equity, Inclusion, and Belonging. She earned a Master of Science in organization development from Case Western Reserve University. Shelly McNamara is responsible for shaping policies, culture, and leadership to promote greater diversity. McNamara has helped to redesign and transform her organization within the context of inclusivity and employee satisfaction, and continues to be an example of leadership to future leaders based on her focus on the “human” side of all things, all while delivering outstanding business results.



<https://www.aacsb.edu/>

The Weatherhead 100



At Weatherhead, our mission is to develop transformational ideas and outstanding leaders for the advancement of business and society. Weatherhead 100 companies are the embodiment of this pursuit. For more than 30 years, we've recognized the accomplishments of the region's fastest-growing companies, and no matter the industry, companies across Northeast Ohio clamor to make the list.

Established in 1988, The Weatherhead 100 awards are the premier celebration of Northeast Ohio's spirit of entrepreneurship and the companies leading the way in Northeast Ohio. Each year, we recognize this elite group of companies who are the best example of leadership, growth and success in our region. Companies that make the list are recognized for their percent of revenue growth over the past five years.

Weatherhead 100 Upstarts are fast-growing companies with 15 or fewer employees or net sales of less than \$5M last year.

Weatherhead 100 winners are celebrated for big growth in net sales over the past five years—from at least \$100k to at least \$1M.

Weatherhead 100 Centurions are fast-growing companies with at least \$100M net sales last year and help drive the region.



The Bowers Economic Forecast

Over Four Decades of Analysis and Forecasting



The David A. Bowers Economic Forecast Luncheon was created by David A. Bowers in 1974 to engage alumni in the school by sharing his perceptive predictions on the economy. The event, sponsored by the Alumni Association, quickly grew to a community-wide regional event. Bowers gave his last forecast in 2000 after 27 years of predictions, all while handling wild cards such as war, impeachment proceedings and government regulations. In recognition of his service the school renamed the luncheon in his honor, and the Alumni Association created the David A. Bowers Faculty Service Award, making Bowers its first recipient.

From 2001 to 2013, Professor Sam Thomas combined his research and intellect to provide his analysis of the economy as the presenter. His notable expertise in integrating the global macro business cycle with practices in corporate finance strategy and investment strategy added another dimension to the forecast.



Mark Sniderman, PhD, Executive in Residence at the Weatherhead School of Management and former Executive Vice President and Chief Policy Office for the Federal Reserve Bank of Cleveland, served as keynote speaker from 2015-17.

From 2018 to 2020, Ellen Zentner, Chief US Economist and a Managing Director at Morgan Stanley, delivered the presentation. Ms. Zentner has been named to the “Bloomberg Best” list of top forecasters of the US economy and has 20 years’ experience as a Fed watcher and markets-based economist, with a keen eye toward early identification of market-moving trends. She was honored with the Lawrence R. Klein Award, regarded as one of the best-known and longest-standing achievements in the field, in October 2018 for her accurate forecasts four years in a row. Ms. Zentner is the presenter for the 2021 Bowers program.

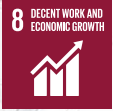
The Bowers Luncheon attracts business leaders from Northeast Ohio’s financial service, legal, healthcare, and manufacturing industries. In the past decade, non-profit organizations and governments have expanded the audience base.

For more than 47 years, Weatherhead’s David A. Bowers Economic Forecast Luncheon has provided emerging trends and market factors to help attendees benchmark the near-term economic outlook.

The Weatherhead School was pleased to host Ellen Zentner, Chief US Economist and Managing Director at Morgan Stanley, to present the 48th annual David A. Bowers Economic Forecast. The event was held on November 9, 2021 in the Dively Boardroom. Click the link below to watch the presentation.

 <https://weatherhead.case.edu/events/bowers/>

Weatherhead City Treks



Each year the Career Management team at Weatherhead organizes a City Trek for graduate students to visit companies in Cleveland, Ohio.

“Each trek is purposefully created to include a variety of companies and divisions,” said Donna VanRooy, director of employer development at Weatherhead School. “When we are able to hold the session onsite it also gives students a sense of the company culture and working environment.”

In September 2021 participating students had the opportunity to build lasting relationships with key executives and Weatherhead alumni at 4 Cleveland companies—Colliers, FIT Technologies, Huntington, and RW Baird.

This Cleveland City Trek featured lunch with company leaders, visits to each of the 4 office locations, and opportunities to learn (on-site) from senior leaders about how their companies operate, as students prepared for their own post-graduation career plans. Participating leaders included Managing Directors, Senior Vice Presidents, Chief Strategy Officers, Principals, Chief Financial Officers, Regional Presidents, Chief People Officers, Chief Executive Officers, and more.

In March 2022, fourteen Weatherhead School of Management Full-time MBA and Master of Finance

students participated in a downtown Cleveland company excursion this spring.

Students visited Bank of America, KeyBank, and Fund That Flip to learn about financial and fintech difficulties and roles. This was the first City Trek since COVID-19 including office visits.

The group met with officials at each organization to discuss industry problems, positions, and skills to focus on as they begin a new career path.

“Seeing how each organization chose to host us, what kinds of topics they felt were important in discussing, and their physical locations, gave me a better understanding of what I think is important for me when trying to find an employer after I graduate from Case Western Reserve,” said Kyle Regan, full-time MBA student. “I was even able to have some nice personal conversations with people that I hope will turn into long-term connections.”

Regan’s favorite part of the day was visiting Fund That Flip, a real estate fintech company that launched in 2014. “They had a lot of excitement and energy around their work and it was nice to hear about their lessons and successes as a growing company,” Regan said.

“At Weatherhead we prepare today’s leaders for tomorrow’s challenges,” said VanRooy. “The trek experience is just one way we ensure our students stay connected with the ongoing changes and opportunities in the marketplace.”





Networking at the Weatherhead School of Management

The Career Development & Placement team offers networking and recruiting events throughout the year. These events allow students the opportunity to connect with professionals and Weatherhead alumni to learn more about the social and environmental challenges that business management faces.

- Weatherhead Career Fairs aim to connect students and alumni from the graduate and undergraduate business programs to identify both entry- and mid-level talent for full-time roles and internships within many organizations.
- Coffee Connections is a long-standing tradition of Weatherhead School of Management where university students are partnered with a Weatherhead alumni and have the opportunity to meet 1-on-1 for professional advice and networking.
- Weatherhead hosts many professional development workshops and networking opportunities on a variety of topics, including industry insights. Professors and various clubs at Weatherhead organize these workshops to help explore topics of leadership.

- MBA Networking Events help recruit current MBA students for both full-time and internship opportunities. With a focused student population, in-depth conversations are possible and meaningful connections can be made.
- Panel Discussions from a range of industries, from tech to healthcare to finance, provide day-in-the-life testimonials and answer questions from current students. Networking opportunities follow each panel discussion.
- Mock Interviews allow current students to network while assisting in their career preparation.

Every month many companies across the country join with Weatherhead School of Management through Career Fairs and Virtual Fairs to recruit talented students from our organization. The companies range from big tech companies, manufacturing companies, financial institutions, healthcare companies, logistics companies, to small scale industries that are local and believe in the talent of our institution.



During the course four Cleveland social entrepreneurs were interviewed to comment on their businesses and entrepreneurial journeys.

Social Entrepreneurship: The Business of Helping Others



In partnership with Kaplan, Inc. Case Western Reserve University has created several online courses designed for high school students as part of their pre-college program. Weatherhead School of Management professor, Michael Goldberg, and Fowler Center Director, Megan Buchter, designed and taught one of these courses on Social Entrepreneurship.

By taking the course, students are able to:

- Discover how social entrepreneurship differs from NGOs, charities, government programs and not-for-profit groups.
- Be able to create a value proposition.
- Identify the ideal customer for a social entrepreneurial business and the pain points your product or service addresses.
- Know how to assemble a team of people to ensure that you meet your goals.
- Learn asynchronously: Lessons by your professors are delivered as videos so that you can tune in whenever your schedule allows—the ultimate in flexibility.
- Earn a Certificate of Completion from Case Western Reserve University.

The social entrepreneurship course is offered online, asynchronously, over the course of two weeks. Students receive approximately 25 hours of total instruction and course work, including engaging multimedia, simulations, and curated assignments as well as guidance and support from a mentor that is a current student at Case Western Reserve University. The course culminates in a final project where students either interview or research a social entrepreneur of their choosing and create a value proposition matrix and then submit a video, text, or presentation about the organization. In addition, for students who choose to conduct an interview, they have the opportunity to submit their write-up to the AIM2Flourish platform for publishing.



Daniel Brown
Founder
Rust Belt Riders



Brandon Chrostowski
Founder
Edwins Leadership and Restaurant Institute



Jamel Rahkeera
Founder
Village Family Farms



Ashley Weingart
Founder
Perfectly Imperfect Produce



xLab Hack from Home

xLab Hack from Home Elyria



xLab was proud to support the City of Elyria— together with its strategic partner Data swift and other partners including SpeedeonData, Kinetic by Windstream and Lorain County Community College—to organize and run the city’s first virtual “Hack-a-thon.” The event was held on October 22-24, 2021.

A Hack-a-thon is a relatively new concept and is not strictly defined by computer hacking and coding. It is a crowd and talent-sourced “working conference” that organizes participants into teams to work intensively on developing a solution to a community-wide problem. In this case, the teams worked together over the weekend to “hack” together a solution to community-wide issues in Elyria.

As a typical post-industrial American community, Elyria offers a powerful opportunity to re-imagine the future of similar cities through the use of digital technology. xLab worked with city leaders, residents, business owners and community leaders to design solutions for intractable challenges that Elyria, like many American cities, is facing.

Students and community members from the city formed six teams that presented solutions. The winning ideas included All Paws on Deck, Winter Market and Digital-E Study Hall. One proposal, Kitchen Incubator, was chosen for services at the Veale Institute for Entrepreneurship at Case Western Reserve University.

 <https://www.hackfromhome.com/elyria>





ThinkImpact: The Academy of Social Enterprises



In the 2021–22 academic year, Case Western Reserve University’s Veale Institute for Entrepreneurship and the Fowler Center for Business as an Agent of World Benefit partnered with Zayed University (Dubai, UAE) professor Wasseem Abaza, PhD. to create an academic year-long co-curricular program for students to learn about social entrepreneurship.

During the program students from Case Western and Zayed University identified social or environmental issues and formed teams to craft innovative solutions to their chosen problem or issue. Participation in the program gave students a hands-on opportunity to closely examine societal or environmental issues that impact the lives of many, and think about the ways in which private, public and social sectors can collectively implement a solution that is impactful, sustainable, and scalable around the world.

The program consisted of 10 virtual workshops held jointly with students from CWRU and ZU between September 2021 and April 2022. Students went through a series of instructional sessions while simultaneously supporting their work on building their own social ventures. The 10 sessions were designed to follow the Appreciative Inquiry 4-D cycle of Discovery, Dream, Design and Deploy. They were facilitated by program leads Dr. Wasseem Abaza and Megan Buchter as well as a variety of experts at universities and organizations from around the world. There were two two-session workshops delivered during the program. First, by Heather Aranyi from Northwestern University, on thinking like an entrepreneur and the entrepreneurial mindset. Second, by Brandon Cornuke from MAGNET Cleveland, presenting his Value Proposition Matrix model and workshoping student projects. In between the joint workshops, the CWRU students met to move their projects forward and receive coaching.

Additionally, there was an international travel component to the program. The CWRU student trip had to be postponed due to Covid, however the students from Zayed University were able to visit Cleveland in June 2022.

Throughout the program students demonstrated their proposed solution’s impact, feasibility, sustainability, scalability or replicability, as well as its acceptability or desirability to the community or target population. The participants gave their final presentations in April and will go on to receive support from the Veale Institute and a small amount of funding to continue working on their projects.

“The most memorable sessions to me included any session with the Zayed students where we broke out into small groups and got to discuss with each other, the session covering the UN global goals, the session with Brandon, and the peer coaching day.”

— *CWRU student*

“I truly enjoyed the ASE program sessions. The cultural exchange aspect of it made it extra exciting. Our discussions as well as the different perspectives brought forward were worthwhile.”

— *UAE Student*

Business for World Benefit Clinic

In Fall 2022, The Fowler Center will launch their new 'Business for World Benefit Clinic' which will connect students to aspiring B Corporations to help them improve their environmental and social impact. Continuing the success of its popular AIM2Flourish program that uses the strengths-based Appreciative Inquiry approach to interview business leaders and social entrepreneurs about business innovations working to achieve UN Global Goals, the Fowler Center is excited to launch this new initiative.

B Corp Certification is the only certification that measures a company's entire social and environmental performance. Certification doesn't just prove where companies excel now — it also commits companies to their mission for the long term. Globally, there are over 4,000 B Corps across 70 countries and 150 industries, and over 100,000 companies manage their impact with the B Impact Assessment (BIA).



The Fowler Center for Business as an Agent of World Benefit at the Weatherhead School of Management is giving an opportunity to undergraduate and graduate students to help Ohio based companies strengthen their social and environmental impact.

Companies are matched with a team of students (intentionally designed to include students from multiple schools and disciplines) to go through the assessment process and identify strategies they can take to improve their BIA scores.

Students will gain hands-on consulting experience over the course of the semester-long project and the chance to learn about social and environmental impact assessment and sustainable business models.



PRINCIPLE 6

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



NOW

- Foster opportunities to connect students and alumni through speaker series, career development workshops and school events.
- Facilitate the participation of alums and industry experts in Weatherhead activities as speakers, mentors, advisory board members, event co-hosts, executives in residence, Executive Education guests, and instructors.

NEXT

- Increase the number of student collaborations and mentoring programs.
- Increase faculty participation in activities (webinars, media interviews, etc.) surrounding current events and management concepts.
- Grow the number and quality of interactions between current students and alumni.

BEYOND

- Implement a systematic review mechanism of programs every three to five years to reflect market trends.
- Increase international experiences for students, faculty and alumni.

The Advanced Seminar Series

The Advanced Seminar series (MGMT 395), for Accounting and Management majors with junior class standing or above, provides an opportunity to consider topics of importance in the community of ideas and activities related to the professional and managerial world. The development of writing and communication skills and in-depth discussion are expected attributes of seminar activity.



Chris Laszlo

*Professor,
Organizational Behavior*



MGMT 395: Sustainability for Strategic Advantage

Numerous books and published articles have shown that industry leaders in sustainability are thriving and succeeding because they have incorporated sustainability into their strategies and core business practices. Sustainable development can be a source of innovation and competitive advantage, while also helping to address social issues like poverty, human rights violations, and quality of life, as well as environmental issues like climate change, pollution, and resource scarcity. This seminar is meant to provide a foundation in understanding sustainability and sustainable value. We will also discuss our own roles in practicing sustainability, and contributing to our environment and society in a positive way.



Erica Johnson

*PhD Candidate in
Organizational Behavior*



MGMT 395: Living Well in Organizations

More effective forms of leadership development focus on the whole person. This course focuses on utilizing evidence-based, practical, positive psychology to explore what it means to "live well," and how integrating a personal practice of wellbeing can make us better people, team members, managers, and leaders in organizations. Students can expect to engage in and practice research-based methods for improving wellbeing, happiness, and more while engaging in reflective discussion to help build a set of everyday practices that will support them in living well now and in their futures in organizations.



Anita Howard

*Adjunct Professor,
Organizational Behavior*



MGMT 395: Social Justice Leadership

Participants in this seminar will explore the work and lives of nine historical social justice leaders to learn more about how these men and women contributed leadership that helped to make the world a better place. Students will read about and critically assess the characteristics and behaviors that enabled these leaders to create lasting change. The aim of this analysis is to discover how these social justice leaders developed the capacity to move complex change in difficult circumstances, and what business and organizational members can learn or borrow from social justice research, theory, and practice. Students will also reflect on their personal passions and outlooks on social justice.

3-Minute Thesis Competition

Developed by the University of Queensland and now held at over 900 institutions across more than 80 countries around the world, 3MT is an annual competition opening to PhD students, and challenges participants to present their research in just 180 seconds; an engaging form that can be understood by an intelligent audience with no background in the research area. This competition cultivates students' academic, presentation, and research communication skills.

On Friday, Feb. 25, 2022 Robinson, a PhD student in management, designing sustainable systems, competed in the finale of the inaugural 3-Minute Thesis (3MT) Competition at Case Western Reserve University in the Tinkham Veale University Center.

Robinson has been working on her research, "An Inescapable Pathway Towards Agribusiness Management 2050," over the last three years with the aid of Richard Boland and David Cooperrider, professors at the Weatherhead School of Management. Her research studies how local ecological knowledge informs policy, particularly in developing countries. Robinson's studies were informed through interviews with people in rural communities around the world. And through looking at quantitative-text analysis to observe the dialogue of the United Nations' food system between farmers and indigenous people. This analysis views the patterns of the relationships and the changes of the dialogue from negative to a positive dialogue that can be used.

The competition challenged students to explain their research and its importance in a way a general audience would understand in just three minutes with the aid of one slide. Robinson competed against 22 other graduate students and was the only student representing Weatherhead.



<https://weatherhead.case.edu/news/2022/02/25/phd-student-pamela-robinson-presents-at-3-minute-thesis-competition>

Faculty Spotlight: Contributions to Dialogue

Weatherhead faculty from disciplines across the school contribute research that fuels dialogue on critical issues affecting business and society. As a research institution, we judge research by its impact on management though, action, and public policy. Here is a sample of our faculty members' contributions to dialogue on issues related to responsible management education and the UN Global Goals. Our faculty present and lead workshops and webinars at conferences at home, virtually, and around the globe.



Chris Laszlo
Professor,
Organizational
Behavior



Robert Widing, PhD
Professor of Marketing,
Design & Innovation

The International Academy of Management Global Forum 2020: Impending Global Leadership Challenges: Lessons Learned from the Covid 19 Crisis was held virtually in October 2020. The Global Forum, hosted by the IEDC Bled School of Management, gathered business and thought leaders to discuss and learn about current obstacles and challenges. Chris Laszlo and Rob Widing lead the track, "Revisiting Corporate leadership, Purpose and Governance," and presented to more than 300 attendees from around the world.

Widing, Robert, Laszlo, Chris, International Academy of Management Annual Conference, "Revisiting Corporate leadership, Purpose and Governance," IEDC Bled School of Management, Virtual presentation to 300 attendees from around the world. (October 2020).

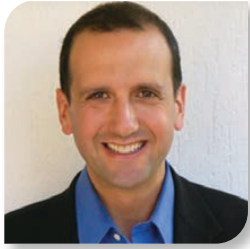


Satish Nambisan, PhD
Nancy and Joseph
Keithley Professor
of Technology
Management, Professor,
Design & Innovation

The RENT conference is one of the premier entrepreneurship research conferences in Europe and annually brings together approximately 250 leading academics in this field who present and debate cutting edge research in a wide variety of entrepreneurship related topics. In the November 2020 conference held in Naples, Italy, Satish Nambisan was one of the Keynote speakers, speaking about the conference theme "Entrepreneurship in the Digital Era".

Nambisan, Satish, Research in Entrepreneurship and Small Business (RENT) Annual Conference, "(Keynote) Entrepreneurship in a Digital World: A Research Agenda," ECSB and EIASM, Italy. (November 2020).

Faculty Spotlight: Contributions to Dialogue



Michael Goldberg

*Associate Professor
Design and Innovation*



<https://youtu.be/UPGY8dVEbiM>

Goldberg, Michael, Downtown Now Webinar, "Innovation and Entrepreneurship," Downtown Cleveland Alliance. (February 2021).



Jennifer Johnson, MBA

*Associate Dean,
Undergraduate and
Integrated Programs
Associate Professor,
Design & Innovation*

At the 2021 Undergraduate Dean's Conference held virtually by the University of Texas Dallas, Jindal School of Management in March 2021, Jennifer Johnson was a part of a panel discussion titled "Integrating Meaningful Communication into Business School Curriculum: Why Does this Matter to Today's Undergraduate Students?". Being successful in business is not just about acquiring technical skills, but is also about learning to communicate and influence others. Integrating communication into business curriculum has become fully appreciated by most business schools but doing it is another matter. The discussion asked the panelists to comment on how they have tackled integrating communications successfully into their curriculums.

Johnson, Jennifer L (Discussant), 2021 Undergraduate Dean's Conference, "Integrating Meaningful Communication into Business School Curriculum: Why Does this Matter to Today's Undergraduate Students?," University of Texas Dallas, Jindal School of Management, Virtual. (March 2021).



Melvin L. Smith, PhD

*Professor,
Organizational
Behavior*

Melvin Smith delivered the Keynote address at the Harvard Institute of Coaching 2021 conference. In "Envisioning the Future of Coaching," The session focused on the conference's learnings with an interactive audience experience. During the session Smith and the participants created a vision for the field of coaching, an ideal state that is anchored in strength, our collective passion, purpose, values and dreams.

Smith, Melvin L, Harvard Institute of Coaching Conference Keynote, "Envisioning the Future of Coaching," Harvard IOC. (September 2021).

Faculty Spotlight: Contributions to Dialogue



Ellen Van Oosten, PhD

*Associate Professor,
Organizational Behavior*

The Women in Manufacturing Association (WiM) held its 11th annual SUMMIT in Cleveland, Ohio, October 4-6, 2021, both in-person and virtually. The SUMMIT brought together nearly 700 manufacturing professionals from across the country to hear inspiring keynote addresses, attend professional development sessions and roundtable discussions on the industry's most pressing topics, participate in plant tours of leading manufacturing facilities, and interact with peers through social and networking events. The theme of the 2021 WiM SUMMIT was Manufacturing HERoes, and embodied WiM members and others across the manufacturing industry who stepped up during the COVID-19 pandemic and continue to manufacture essential products, and who led this country on the road to economic recovery. Ellen Van Oosten presented at the conference, "Conversations that Inspire: Coaching for Sustained Desired Change".

Van Oosten, Ellen B, Women in Manufacturing Annual Conference—2021, "Conversations that Inspire: Coaching for Sustained Desired Change," Women in Manufacturing, Hilton Cleveland. (October 2021).



David Cooperrider, PhD

*Professor,
Organizational Behavior
Distinguished University
Professor, Case Western
Reserve University*

The annual Pepperdine Graziadio MSOD Alumni Conference dives deep into the fast growing world of organizational development. Dedicated to providing a comprehensive, engaging experience, attendees are connected with industry experts, innovative thinkers, and, most importantly, themselves as they learn about current industry trends, challenges, and career opportunities. At the November 2021 conference, David Cooperrider gave the keynote address, "OD's Earthshot Moment and the Mirror Flourishing Effect of Micro and Macro OD".

Cooperrider, David L, Pepperdine MSOD conference of alumni—keynote presentation, "OD's Earthshot Moment and the Mirror Flourishing Effect of Micro and Macro OD," Pepperdine university. (November 2021).

SOCAP is the largest and most diverse impact investing community in the world. They convene a global ecosystem and marketplace of social entrepreneurs, investors, foundation and nonprofit leaders, government and policy leaders, creators, corporations, academics and beyond, through live and digital content experiences that educate, spur collaboration, and inspire investment in positive impact. At the SOCAP21 annual conference, David Cooperrider delivered a Keynote about his new book, "The Business of Building a Better World". In his interactive segment, Cooperrider explored the what and how of unlocking the power of markets for impact including: 1) the utility and potential of blended capital for "listening to alternative understandings of value and stewardship" 2) co-designing not through pure top-down or bottom-up ways, but in multi-stakeholder and "whole systems" configurations, including the voices of nature and of future generations; and 3) realizing that we are in a critical decade, maybe the most important one for humankind, that calls on each of us to make each day count. As ecologist David Orr asserted: "Hope is a verb with its sleeves rolled up."

Cooperrider, David L, SOCAP Global Forum Keynote, "The Business of Building a Better World: Hope is a verb with its sleeves rolled up," SOCAP—SOCAP is the largest and most diverse impact investing community in the world. (October 2021).

For a full list of faculty presentations please visit Appendix B.

Weatherhead on the Stage – At Home and Abroad

Weatherhead faculty, staff and students present at in-person and virtual conferences and events hosted by organizations from around the world. A small sample is included below.

- Peter Ritchken presented to the Federal Reserve Bank of Cleveland during their Ecofin Seminar Series in December 2020.
- At the 10th Annual Conference on Engaged Management Scholarship held virtually by the Weatherhead School of Management in September 2020, many Weatherhead faculty and PhD students presented, including Diana Bilimoria, David Cooperrider, and Susan Johnson.
- Many Weatherhead faculty and PhD students from the departments of Organizational Behavior and Design & Innovation presented at the 81st and 82nd Annual Academy of Management conferences.
- Diana Bilimoria spoke at the Small and Rural Law Enforcement Executives Association Conference in August 2021 about understanding and mitigating unconscious gender bias.
- Since the release of his new book, “The Business of Building a Better World”, David Cooperrider has been giving presentations and workshops at conferences around the world about the accompanying “playbook” and how business can make a positive impact.
- Ron Fry spoke at the Academy of Management Symposium in August 2021 about “Boundary Smashing in VUCA Times”.
- Chris Laszlo spoke at the International Leadership Association (ILA) annual meeting in Geneva Switzerland in October 2021.
- Ellen Van Oosten and Melvin Smith spoke at the Cleveland Learning Alliance to the Cleveland Guardians about “Helping People Change: Coaching for Change,” in February 2022.
- John Paul Stephens gave presentations in 2021 at the 1st Israeli Listening Conference hosted by the Hebrew University of Jerusalem and at the Positive Business Conference hosted by the Center for Positive Organizations in Ann Arbor, Michigan about creating human connections.

Weatherhead PhD candidate, Pamela Robinson presents at a United Nations Conference

The Academic Council on the United Nations Systems (ACUNS) conference themed “Evidence-based Solutions for Intensifying Global Challenges” invited CWRU PhD student Pamela Robinson to present a Policy Brief on her research paper entitled, “Kairos for Local Ecological Knowledge: A Pathway Toward Sustainable Agribusiness 2050”. Robinson’s research was accepted for inclusion in the conference program in Geneva, Switzerland. The ACUNS 23-25 June 2022 conference brought together over 700 registrants from 103 countries for 94 sessions.

About Robinson’s Research

Kairos is an ancient Greek word meaning time—the right, critical or opportune time. Sustainable agribusiness and development are amidst a revolutionary shift

(FAO, 2009, 2018). Producers and policymakers face the transformational challenges of consumer demands for access to quality food, responding to climate change, and shifting the population from 7 billion to an estimated 9 billion people in 2050 (World Bank, 2017). This empirical archival research examines two approaches to mending how we think about the divide between environment and development to move towards a sustainable future and the impact on local ecological knowledge research policy. Local ecological knowledge—resilience to climate change, innovative practices derived from constant experimentation, deep-seated insight about soil, crops, and livestock, and the relationship to the surrounding communities is essential because 500 million small farms produce up to 80 percent of the food that’s consumed in developing countries. Local knowledge, including indigenous wisdom, is passed

down through several generations; it also contains flexible and adaptive aspects enabling farmers to cope with unknown difficulties (Takakura, 2018). Sustainability in rural communities is based on a

relationship rationale basing decisions and logic on relationships with nature, other humans, and respective communities. However, for the past 30 years, the perspective of “more production” for economic and political gains has dominated the conversation. This traditional perspective is inefficient for the demands of a doubling population worldwide and the complexity of agriculture’s value chain and food system. Based on interviews in rural communities around the world, Robinson, Boland Jr, and Cooperrider (2022) suggest that a shift in dialogue is needed towards a relational perspective working with nature and informed by farmers, producers, and indigenous peoples whose voices have not been heard.

Concerning the innate connection between humans and nature and leverage points of transformation for sustainability, the economic approach tends to focus on shallow (e.g., material) aspects of nature connection inventions (see Figure 1 (Abson et al., 2017) as depicted in the approach’s top 5 frequent words: energy, development, country, resources, and world. A relational approach to sustainability (Darnhofer, Lamine, Strauss, & Navarrete, 2016; Gupta & Vegelin, 2016; West, Haider, Stålhammar, & Woroniecki, 2020) tends to focus on deep ecology where more research and policy are needed. Decades later, feedback focuses on sustainable development, ecology, politics, and economics (Sneddon, Howarth, & Norgaard, 2006). The relational approach depicts the top 5 words like global, nations, united, peoples, and including. Of note, each approach has a disparity in how knowledge and local ecological knowledge are viewed.

Given Our Common Future (Brundtland, 1987) and Our Common Agenda (Secretary-General, 2021), this research examines the approach these narratives use to set the path for a “common future for all.” This study aims to answer: What evidence suggests

“I was born on United Nations day (24 Oct) so experiencing the United Nations Geneva was a much-anticipated experience. In addition to enjoying Geneva and the surrounding areas, I was fortunate to spend time in the UN library and archives to incorporate into my research.”

PAMELA ROBINSON



a shift in thinking about the problem definition, methods used to solve the problem, and criteria for judging potential solutions? In recent years, text analysis has been applied to

Food Security—(Cooper, Brown, Niles, & ElQadi, 2020); Agriculture application of text mining techniques (Drury & Roche, 2019), and annual sustainability reports (Clemente, Ribeiro, de Paula da Silva, & Mendonça Oliveira, 2019); This study used qualitative and quantitative text analysis (Cooper et al., 2020; Iliev, Dehghani, & Sagi, 2015; Tausczik & Pennebaker, 2010) to assess what evidence suggests shifts in thinking based on semantics, pragmatics, and syntax and inform the sustainable development goal 2 (Porciello, Ivanina, Islam, Einarson, & Hirsh, 2020).

The preliminary evidence suggests a shift in thinking between the Relational and Economic approaches towards well-being for humans and other than the human species. Robinson used LIWC, a transparent text analysis program that counts words into psychologically meaningful categories, to examine five areas: analytical thinking, clout, authenticity, emotional tone, and time (Tausczik & Pennebaker, 2010).

About Robinson

Pamela Robinson is a practitioner-scholar focused on Sustainable Agribusiness. She uses a Positive Organizational Scholarship lens to tease out generative (net positive) outcomes across the agribusiness value chain, primarily in developing countries. Pamela is intrigued by the role of nature and local ecological knowledge generated through generations in indigenous and rural communities in developing countries. Her research is infused with insight from applying design thinking practices in two decades of executive and field experience. She is a Management Design and Innovation Fellow and Fowler Center for Business as an Agent of World Benefit Fellow at Case Western Reserve University, where she is pursuing a PhD in Management, Designing Sustainable Systems. Pamela may be reached at pamela.robinson@case.edu.

Guest Speakers on Global Social Responsibility

Weatherhead academic departments, faculty, and Centers host guest lectures, faculty forums, symposia, and discussions, facilitating dialogue and critical thinking on management topics including global social responsibility.

Aarti Chandna, Social Impact Investor

Social impact investor Aarti Chandna has partnered with both the Fowler Center and the Veale Institute for Entrepreneurship to give workshops and seminars regarding impact investing and how social impact can be defined and delivered.



Afif Ghannoum, BIOHM

Entrepreneur, Afif Ghannoum, has spoken to Weatherhead undergraduate students about what it takes to build a company off of his father's biomedical research at Case Western. BIOHM is a health company that creates pre and probiotics.



Beth Gibson and Jennifer Johnson, Dealer Tire

Beth Gibson and Jennifer Johnson from the People Strategy and Culture team at Dealer Tire, spoke to MBA students at Weatherhead about how Appreciative Inquiry is used at all levels of the organization—from one on one conversations with team members to large-scale company-wide Appreciative Inquiry summits.

Dan Brown, Rust Belt Riders

Local entrepreneurial celebrity, Dan Brown, frequently speaks to Weatherhead students about food waste and climate action and his cooperatively owned company Rust Belt Riders. Rust Belt Riders is a growing company that offers composting services and a variety of soils to local residents.



Jeannie Tarkenton, Funding U

Entrepreneur Jeannie Tarkenton created Funding U to offer loans to undergraduate students without a cosigner based on their gpa and future earning potential. Tarkenton frequently speaks to Weatherhead undergraduates.



Jessie Becker, Impossible Foods

Jessie Becker, Senior Vice President of Marketing at Impossible Foods, spoke to Weatherhead undergraduate students in Spring 2021 about the Impossible Foods mission and how they differentiate themselves.



Jodi Berg, Vitamix

Jodi Berg, former CEO of Vitamix and Weatherhead Alumni, frequently speaks to Weatherhead students about leading a family business and creating a company culture focused on love and family.



Lorraine Schuchart, Prosper for Purpose

Lorraine Schuchart, founder of Prosper for Purpose a PR, branding, and digital marketing firm in Cleveland, Ohio, has spoken to Weatherhead students on multiple occasions about her personal career journey that led to the creation of social enterprise Prosper for Purpose and its certification as a B Corporation.



Lyell Clarke and Julie Reiter, Clarke

Lyell Clarke and Julie Reiter from Clarke, a public health company based in Chicago, focused on mosquito control, speak annually to Weatherhead students about their journey from a company known as the "upside down mosquito logo" to a company known for their focus on health and wellbeing for all. Appreciative Inquiry was a major component in the transformation of the company.



Mansfield Frasier, Chateau Hough

Local Cleveland entrepreneur Mansfield Frasier spoke to Weatherhead undergraduate students in Spring 2021 about his business Chateau Hough. Chateau Hough is a winery located in the heart of the Hough neighborhood in Cleveland, Ohio that provides jobs and resources to at-risk youth and formerly incarcerated individuals. We mourn the passing of Mansfield in October 2021.





Tenth International Conference on Engaged Management Scholarship

Research that Matters in an Age of Disruption

The EMS 2020 conference sought to build and strengthen multi-disciplinary and applied research by managers and practitioner-scholars in a world facing escalating challenges in both academia and practice especially during and after the COVID-2019 pandemic. The conference gathered doctoral students, alumni, and faculty from executive DBA programs as well as managers to accelerate engaged management research and evidence-based management. EMS 2020, which celebrates the 10th anniversary of the Engaged Management Scholarship conference, was hosted virtually by the Weatherhead School of Management. The first EMS conference was held in 2010 at CWRU.

The conference theme Research That Matters in an Age of Disruption highlighted the growing need for practitioner-scholarship to address and understand ongoing disruptions created by pandemics, climate change, growing social inequalities, digital technologies and new realities of the geo-political environment.

Participants in the conference learned from practitioner-scholars involved in creating and publishing high quality research on meaningful,



salient problems as experienced by organizational stakeholders. There were inspiring keynotes, insightful interactive sessions, and the opportunity to forge new connections and relationships.

Participants gained knowledge on the leading edge of the practice and theory of management with an emphasis on evidence-based insights to guide individual, organizational, and systemic transformation. The EMS 2020 conference connected like-minded individuals and organizations committed to helping each other develop the skills to become world-class management practitioner-oriented scholars.



<https://weatherhead.case.edu/events/ems2020/>

xLab Digital Futures Conference



Case Western Reserve University's xLab and Innovation Research Interchange collaborate to host the Digital Futures Conference. Every year in October, the conference is hosted on the Case Western Reserve University campus. Speakers from around the globe convene to discuss the most recent advancements in digital innovations and their applications to businesses and organizations.

Digital Futures Conference 2020

Case Western Reserve University and Innovation Research Interchange (IRI) collaborated on the Oct. 12-15 virtual conference to provide firms with knowledge and actionable strategies for their digital journey. The conference successfully transitioned to a virtual format and attracted close to 500 attendees during its four-day duration.

CWRU and IRI were grateful to the many presenters who shared their knowledge and experience through case studies, interactive learning sessions, and keynote addresses, including industry leaders from Procter & Gamble, Visa, Goodyear, ASAPP, Hess Corporation, and Siemens, among others, as well as academic researchers. The conference was centered on the challenges surrounding talent and culture, as well as the formation of fruitful partnerships.

Some key speakers in the event were:

- **Andrew Quigg**, Chief Strategy Officer, Progressive Corporation who had a conversation with our professor Ellen Van Oosten, during a Fireside Chat. They talked about how a mature organization such as Progressive grows and adapts to the digital space.
- **Ron Fry**, Professor of Organizational Behavior, Weatherhead School of Management who delivered a lecture on Discipline of Change Management- leading people through organization-wide change. As a part of his session on Organisation Transformation, he also discussed how Appreciative Inquiry is a proven, strength-based theory and method for Organizational Transformation.
- **Jennifer Nienaber**, Director, R&D Products Research Digital Transformation Leader, Procter & Gamble, shared the story of the digital transformation journey across Procter & Gamble's R&D Products Research. She shed light on how P&G had to transform digitally both systemically and culturally.
- **Bernado Tiburcio** (Digital Innovation Leader, Dupont Information and Technology and Jeff Coupe (RTI) discussed the case study of Dupont and its digital transformation.

Digital Futures Conference 2021

*What is the next step in the digital transformation of your organization?
How do you arrive? How do you compare to other businesses?*

During the 11-14 October 2021 Digital Futures Conference, xLab, IRI, and industry professionals examined these concerns. Participants collaborated to construct a digital transformation maturity model, including the processes required to go from one level to the next.

Professor Youngjin Yoo, faculty director of xLab, delivered an exciting keynote address during the conference, which was followed by concurrent workshops addressing various aspects of digital transformation. Each workshop's objective was to generate a collection of measures that organizations can use to assess themselves against the maturity model.

The 2021 conference, the third annual launch, inaugurated "a global assessment of digital-first maturity" among traditional companies. "We were especially delighted because, at this year's Digital Futures Conference, we began a global research study on digital maturity among established enterprises in various industries and locations, thereby building a global industry-academic research collaboration network," Yoo stated.

Through this global research effort, xLab was also able to strengthen the strategic alliance with IRI. Using advanced digital tools such as artificial intelligence, blockchain, and the internet, organizations are transforming their products and services to become more digitally-ready, embracing digital transformation to change how they engage with their customers and transforming their infrastructure to change how they work. According to a recent analysis by Meticulous Research, the digital transformation industry is anticipated to reach \$3.2 trillion by 2025 in light of this progression.

Along with Yoo, scheduled keynote speakers were: Sheri Smithey (Vice President, Global R&D Network, Nestle Purina PetCare), Linda Rae (General Manager, Power Generation and Oil & Gas, GE Digital) and Jill Marlowe (Associate Director for Technical Paints—the Art of the Possible, NASA Langley)

 <https://case.edu/weatherhead/xlab/digital-futures-conference>



Ron Fry



Jill Marlowe



Jennifer Nienaber



Andrew Quigg



Linda Rae



Sheri Smithey



Bernado Tiburcio

The Fifth Global Forum for Business as an Agent of World Benefit: The Great Leadership Reset

How Business Can Meet the Biggest Global Challenges of the 21st Century

During the virtual Forum, attendees were able to quickly go online and access the recordings of many phenomenal leaders in thought-provoking conversations with one of our incredible hosts. This year's Fifth Global Forum speakers included:

David L. Cooperrider, Founder and Faculty Chair of The Fowler Center for Business as an Agent of World Benefit

Sanda Ojiambo, CEO and Executive Director, UN Global Compact

Rosabeth Moss Kanter, Ernest L. Arbuckle Professor of Business, Harvard Business School

Tom Szaky, Founder and CEO, TerraCycle

Mary-Frances Winters, Author and President and CEO, The Winters Group

Roberto Marques, Executive Chairman and Group CEO, Natura & Co

Ken Blanchard, Co-founder, The Ken Blanchard Companies

Marcella Kanfer Rolnick, Executive Chair, GOJO Industries

Bart Houlahan, Co-founder and Co-CEO, B Lab

Natalie Nixon, PhD, Creativity Strategist, Speaker, Author at Figure 8 Thinking

J. Lyell Clarke, III, PhD, Chairman, President, and CEO, Clarke (and affiliated companies)

Julie Reiter, VP, Human Resources and Sustainable Development, Clarke

Justin Winters, President and CEO, One Earth

Jenita McGowan, Corporate Sustainability Manager, Eaton

Marcel Fukayama, Executive Director, Sistema B International

(continued on next page)

The Fowler Center's Global Forum

Since its conception in 2006, the Global Forum has provided a whole new leadership conference experience for participants. The Fifth Global Forum expanded from a 3 day in-person event to a 10-day virtual event of astounding conversations, featuring 40+ empowering leaders, movers and shakers from all over the business sector. The conversations were hosted by David Cooperrider, Founder and Faculty Chair of the Fowler Center for Business as an Agent of World Benefit, Michele Hunt, Transformation Catalyst, Strategic Advisor, and author, and Audrey Selian, Director of Artha Impact, and Co-founder of Artha Networks. The Fifth Global Forum is part of the Fowler Center for Business as an Agent of World Benefit's mission to help businesses transform into agents of environmental, social and economic benefit. The Fifth Global Forum was convened by The Fowler Center and Berrett-Koehler Publishers and was held from October 19–28, 2021.

"I want to say how incredibly well done this was. Audrey and David asked thought provoking questions of the speakers fostering dialog that was invaluable as they took the time to know the body of work of each speaker making the session relevant. Thoroughly enjoyed this series and made it my morning and evening routine. Timely topics and enlightening on the future that is already underway."

With nearly 10,000 attendees, the Great Leadership Reset was an extraordinary opportunity and pivotal time to learn more about business in the 21st century and how even individuals can drive positive change and global well-being. Conversations tackled subjects from climate change to equality to leadership and the impact that business can have on worldwide issues. Participants took away a range of insights, including notable leadership and development skills, prominent business strategies, sustainability tools, and advice regarding leading for the greater good and putting these lessons into practice at organizations and in communities.



“It was an excellent session. It made me think. It was an extraordinary opportunity to learn new concepts. It was a strong invitation to commit myself to action and invite many people to take care of the world. I greatly appreciate this opportunity that you have given to many people to learn from high level people; this was a way in which you showed congruence with your purpose to help the world.”

More than 40 additional bonus gifts, templates, and tools for change, prepared by the speakers, were also available to those that purchased the The Great Leadership Reset Program. The package was a great opportunity for those wanting to own every in-depth conversation from The Great Leadership Reset co-hosts and our world-renowned presenters. A selection of transformative books and resources on how business can transcend the status quo was also included, even the groundbreaking new book from forum co-hosts David Cooperrider and Audrey Selian, “The Business of Building a Better World.”

During the event, participants were invited to join The Great Leadership Reset Social Lounge group page on Facebook to interact with one another. The group included over 500 members that participated in discussions as well as yoga and meditation classes provided by the Fowler Center.

The Fifth Global Forum also included a very special celebration, highlighting the 2021 Flourish Prizes honorees. The Flourish Prizes is the Fowler Center’s annual culminating event for AIM2Flourish, a Fowler Center initiative recognizing the positive impact of today’s business leaders while changing the way tomorrow’s leaders are taught.

The Fifth Global Forum was sponsored by Halloran Philanthropies and the University of St. Thomas.

 <https://thegreatleadershipreset.com/>

(continued from previous page)

Pedro Henrique Lima do Nascimento, COO, Anga&Din4mo

Robin Anselmi, CEO, Conversant

Chris Laszlo, Professor and Author, Flourishing Enterprise and Quantum Leadership

Naveen Jain, Founder and CEO, Viome Life Sciences

Jed Emerson, Managing Director, Global Lead Impact Investing

Dr. Gillian Marcelle, Founder, Resilience Capital Ventures

Ronald Fry, Professor of Organizational Behavior, Case Western Reserve University

Joseph D. Kenner, President and Chief Executive Officer, Greyston

Jib Ellison, CEO, Blu Skye

Kathleen McLaughlin, Chief Sustainability Officer, Walmart | President, The Walmart Foundation

Dr. Tiffany Jana (they/them), CEO, Founder, Awarded Author and Speaker, Awareness Artist

Jeremy Hunter, PhD, Founding Director, Executive Mind Leadership Institute and Professor of Practice, Peter F. Drucker Graduate School of Management

Seungah Jeong, Chief Executive Officer, MPOWERD

John Salzinger, Founder and Chief Business Development Officer, MPOWERD

Bruce Mau, Author, Speaker, CEO of Massive Change Network

Michele Marie Hunt, Transformation Catalyst, Strategic Advisor, Author

Michael C. Bush, CEO, Great Place to Work

Edgar Villanueva, Author, Activist, Philanthropist

Paul Polman, Co-founder and Co-chair of IMAGINE, Co-author of Net Positive

Andrew Winston, Adviser, Speaker, Author

Jodi L. Berg, PhD, President and Chief Executive Officer, Vitamix

Heather R. Younger, Founder, CEO, Speaker, Consultant, Author

Tom Peters, Author of In Search of Excellence

Jesper Brodin, CEO, Ingka Group | IKEA

Halla Tómasdóttir, CEO and Chief Change Catalyst, The B Team

Raj Sisodia, Business Philosopher, Author, Co-founder of Conscious Capitalism

Marga Hoek, Global Author and Speaker

PRME SIP Conclusion

Weatherhead’s commitment to the Principles for Responsible Management Education (PRME) enhances the fulfillment of our school’s mission to have “an enduring impact on business and society through cutting edge research and innovative teaching that prepares professionals for the marketplace of the future.” We develop the capabilities of our students to be globally responsible leaders that lead thriving organizations through our learning environments, including curriculum, academic activities, co-curricular opportunities, and the programming created by our centers of excellence. Through our cutting edge research, partnerships and dialogue on critical issues, we radiate the idea that business can do good and do well to our students, our alumni, our region and the world.

The Weatherhead experience is anchored in our strengths across the entire spectrum of research and learning ranging from Appreciative Inquiry (AI) to Artificial Intelligence (AI).

As the inventors of Appreciative Inquiry, we have a long history of excellence in leadership development, emotional intelligence and executive coaching. We also strive to build on our unique strengths in quantitative modeling, business analytics and artificial intelligence-based applications. This excellence positions us as the institution that offers the latest programs, research and learnings—from AI to AI. Graduates will understand how to harness modern technology to see the bigger picture, and how to use that knowledge to ethically lead their organizations forward.

A defining asset of Weatherhead, the Fowler Center for Business as an Agent of World Benefit is proud to contribute to the development of current and future leaders. The Fowler Center is honored to have the opportunity to compile this PRME SIP report with the support from the Weatherhead school and a group of committed students. Thank you to Weatherhead staff member Stacey Manz Lotz and graduate students Mengyang (Cassie) Wu, Soumen Mahanty, and Shreya Mittal for your support in completing this report.

We hope that you have enjoyed taking the time to learn about the Weatherhead School of Management and our practices in support of PRME. Please stay in touch.

For questions regarding this report please contact:

Megan Buchter, MBA
Director, Fowler Center for Business as an Agent of World Benefit
216.368.4795
megan.buchter@case.edu

Weatherhead School of Management

Case Western Reserve University
10900 Euclid Avenue
Cleveland, Ohio 44106
216.368.2030

[Facebook](#) | [Twitter](#) | [LinkedIn](#)

Fowler Center for Business as an Agent of World Benefit

[Facebook](#) | [Twitter](#) | [LinkedIn](#)

AIM2Flourish

[Facebook](#) | [Twitter](#) | [Instagram](#)



WEATHERHEAD
SCHOOL OF MANAGEMENT
CASE WESTERN RESERVE
UNIVERSITY



Appendix A: Courses Offered

BLAW 417 Legal Environment for Managers

This course will provide an overview of the legal environment in which business transactions take place. Through coverage of a number of topical areas, the student will be given a broad understanding of how the law impacts upon the daily decisions of managers. More specifically, the student will be better able to identify and understand how the legal issues facilitate or hinder the conduct of business. Topics covered will include contracts, property, products' liability, employment law, and corporate law. Special emphasis is placed on those regulatory areas of greatest interest to modern business.

DBAP 672 Flourishing Enterprise: Creating Sustainable Value for Business and World Benefit

This course is designed to galvanize new visions of business and society, as well as organizational leadership. The course is born of a conviction that the future of human society and the natural world is intimately linked to the future of the world economy, business enterprises, and management education. The course presentations, books, dialogues, and interview projects are organized around three themes: (1) the state of the world and the economics possibilities of our time, (2) the business case for understanding business as an agent of world benefit—how business performance can profit from current and future advances in sustainable design and social entrepreneurship; and (3) tools for becoming a change leader—including the methods of Appreciative Inquiry and new insights about "strength-based" change emerging from the science of human strengths. The overarching aim is to provide a powerful introduction to the many facets of sustainable value creation as a complete managerial approach.

DBAP 673 Understanding, Designing, Managing Complex Systems

The purpose of this course is to provide a perspective on systems thinking and complex systems and aid PhD students in expanding the ideas in their research on systems, systems models, and complex systems. The work of the course will develop with increasingly difficult books on the subject of complex systems, a major case study in health care, and individual applications of the concepts to their potential research model and methods.

DESN 419 Entrepreneurship and Personal Wealth Creation

Entrepreneurship and business ownership is how most wealth is created. Pursuing the Good Life, when done effectively, leads to wealth and fulfillment. Wealth, like happiness & fulfillment, is not to be pursued directly, it ensues as a result of living a life of positive impact for others. We will explore two primary entrepreneurial strategies used to create value for others, Entrepreneurship Through Acquisition and Real Estate as attractive alternatives to Startups (traditionally equated with entrepreneurship). We will explore these topics with real entrepreneur guests who will share their experience and strategies with the class. This course employs an active learning approach, based on the belief that the best way to learn is through a progression of real world insights rather than a list of policies and practices delivered via long lectures.

DESN 490 Business Model Innovation and Diversification

The course takes the perspective of the business unit or an entrepreneur starting a business and is built around defining the following as problems. Where to play, how to win and what to do. We will deconstruct many innovative business models. However, the learning objective for you is to understand a process by which you can design (reconstruct) similar innovative business models. The process of identifying a creative outcome is essentially a search task, equivalent to finding valuable treasures in an unexplored space. One can find treasure by walking around randomly or following a well thought out search algorithm. The latter, however, is much more efficient, guarantees much higher payoff in the long term, and can be learned and replicated by any willing explorers.

ECON 333 The Economics of Organizations and Employment Relationships

The course focuses on the roles of information, property rights, and incentives in determining the origin and performance of different types of organizations. We look at problems faced by real organizations, examining questions such as, are Facebook and Uber fundamentally new types of firms? Why do some firms offer high-paying jobs while competitors in the same industry do not (eg, Costco vs. Wal-mart)? What are the impacts of different kinds of contracts with workers and supply chain firms on incentives to work hard, invest, and innovate? Should firms maximize shareholder value, or something else? Why are firms often not able to survive "disruptive innovation"? Are venture capitalists promoters or thwarts of innovation? An objective of the course is to give students a rigorous understanding of fundamental principles that will allow them to examine their own careers, even as many features of the economy change dramatically.

ECON 468 Environmental Economics

Economics provides a critically important lens for understanding why environmental problems arise and persist, and the consequences of efforts to mitigate those problems. We will apply economics tools to real-world problems, such as: how can we address climate change without massive job loss? Why do markets fail to prevent pollution, and how can government policy do better? Under what circumstances can companies profit by polluting less? What kinds of policies can spur the invention of green technologies? Class sessions will include guest presentations from professionals who are actively working on environmental challenges. Offered as ECON 368 and ECON 468.

EDMP 640 Social Ethics: Contemporary Issues

The course draws upon intellectual ancestors and current thinkers in moral philosophy and ethics to assist each student in identifying, analyzing, and discussing social and ethical questions pertaining to the definition and purpose of contemporary life, the need for moral coherence, and the meaning of life in a global society. The unifying theme of the course is Tolstoy's question, "How then shall we live?" The course does not seek to provide answers to the great questions of life. Rather, it tries to expand each student's capacity to grapple with such questions.

EDMP 677 Designing Sustainable Systems

Students in teams will recognize and work in practice on a managerial problem that involves dimensions of sustainability and design. They will develop a set of solutions to the problem by generating alternative models and intervention strategies to address the problem. The project results in a short presentation and written communication of the solution in the form of a poster or prototype. The course will also include presentations of intervention and action research approaches and issues of inquiry validation and theory development.

Appendix A Courses (continued)

EDMP 680 Conflict and Cooperation in the Global Arena

The global arena is described by some as a realm of perpetual conflict. Others argue that given the right institutions and incentives, international actors can find ways to achieve cooperation, peace and increased global prosperity. Still others suggest that the international political and economic arena is “what you make of it”—emphasizing the role of norms, identities and ideas in shaping international outcomes. This course will examine both theoretical and policy perspectives regarding the question of international conflict and cooperation, with a specific emphasis on drawing on insights from collective action theory and international relations scholarship.

EMBA 475 Managing in a Global Economy

This course is designed to present first-hand issues in international management. It accomplishes this by means of readings, a written assignment and, most importantly, an international trip designed to witness different management cultures, styles and environments for business in the international community. Faculty responsibility rests with the Faculty Director of the E.M.B.A. Program as well as a Resident-Faculty specific to each field trip. Such faculty are drawn from the Weatherhead community and vary by the design and destination of the trip. In addition, the course is staffed by an administrative assistant from the complement of Dively CMDR staff. Occasionally and where appropriate, there is also in-tourist assistance in some of our foreign locations.

EMBA 479 Leading Change: Society

This course explores a proposition: that business, the motor of our society, has the opportunity to be a new creative force on the planet, a force that could contribute to the well being of many. Our exploration and search is for “business as an agent of world benefit” and the questions are many: what does it look like, where is it happening, what are the market, societal and leadership enablers, and what are the results?

HSMC 411 Identifying Design Opportunities

Students will identify ill-defined, ill-structured problems within organizations. Such problems are ones for which there are no definitive formulations and for which the formulation chosen affects the solutions available. For such problems, there is no explicit way of knowing when you have reached a solution, and solutions cannot necessarily be considered correct or incorrect. But finding innovative solutions to such problems can provide unique opportunities to create exceptional value. A major outcome of the semester’s inquiry is a presentation of the design problem and proposed design solution.

HSMC 425 Dialogues in Health Care Management

The course seeks to educate students of the intricacies related to specific management challenges that arise in the context of healthcare delivery. This is accomplished through a process of facilitated dialogs with experienced healthcare management professionals. Drawing on the experiences and deep contextual knowledge of these professionals, the course provides students an opportunity to synthesize and apply their prior coursework to better understand the challenges and opportunities that managers face to improve organizational performance.

MBAP 409 Sustainability and Social Entrepreneurship

This course creates a foundational platform featuring key models and managerial tools for building sustainable value and “turning the social and global issues of our day into business opportunities.” Case studies of leading mainstream companies are used to analyze how business value is created for a range of social and environmental initiatives. Students will look at sustainability business strategies that reduce risks, drive down costs, create new revenue streams, serve new markets, and position companies to take advantage of changing societal expectations. Environmental issues such as climate change are covered along with social issues such as global poverty. Students acquire the competencies required to make effective business decisions based on integrating sustainability into the core of a company’s value added activities.

MBAP 411 Identifying Design Opportunities

Students will identify ill-defined, ill-structured problems within organizations. Such problems are ones for which there are no definitive formulations and for which the formulation chosen affects the solutions available. For such problems, there is no explicit way of knowing when you have reached a solution, and solutions cannot necessarily be considered correct or incorrect. But finding innovative solutions to such problems can provide unique opportunities to create exceptional value. A major outcome of the semester’s inquiry is a presentation of the design problem and proposed design solution.

MGMT 398 Action Learning

This is an experiential course built around consulting projects in local organizations. Each project is focused on solving a business problem or pursuing a business opportunity. Each student will work in a team to analyze the current situation and identify related problems/opportunities, conduct research, analyze findings, creatively envision alternatives, and recommend an appropriate course of action and next steps. Throughout the semester students will receive instruction and coaching on the problem solving approach used in the course.

MGMT 495 AMES Business Models

AMES BUSINESS MODELS is an experiential course designed to explore the challenges that face entrepreneurs and established organizations as they develop new business models. Throughout the course we will address four general questions regarding business models: What are the key elements of any business model? How do those elements work in concert to create value? What challenges do innovators face as they explore new business models? What tools and techniques help innovators reduce their risk and enable growth? At the end of this course students should be able to: Describe the essential elements of a business model and how that model is meant to create value. Assess the potential of any business model and the key assumptions upon which it is built. Design and execute experiments to efficiently validate (or invalidate) those assumptions. Whether students plan to join an existing organization or start their own, these tools will provide a foundation for creating innovative, sustainable businesses.

Appendix A Courses (continued)

MPOD 413 Foundations of Positive Organization Development and Change

This course explores and develops the art of reading and understanding social systems in ways that help us imagine, design and develop organization excellence. First it seeks to show how many of our conventional ideas about organizations are based on discourse and metaphors that lead us to see and understand organizations in partial and often limiting ways. Growing research from the domains of Positive Psychology and Positive Organizational Scholarship and the theory and practice of Appreciative Inquiry will be explored to show how we can create new and more positive, strength-based ways of designing and developing social systems.

MPOD 414 Organization Design for a Knowledge World

The objective of this course is to familiarize participants with the theory and technique of organization design and corporate change with particular emphasis on helping leaders understand and implement the latest forms of organizing in a customer-focused, electronically mediated and knowledge-driven world. Frameworks presented will be used to explore the impact of the information revolution on organization design and change, and the evolution of traditional vertically integrated and multi-divisional enterprises toward spider web structures, trans-organizational networks and communities of practice.

MPOD 416A Leadership, Executive Assessment and Development

Leadership with emotional intelligence will be examined by studying a number of topics and applying them to two major case studies: 1) a CEO; and 2) yourself. In this context, coaching the development of leadership will be a major topic throughout the course. This course will explore questions such as: Who are effective leaders? Are they different from effective managers? How do they think and act? What makes us want to follow them? How are leaders developed? What and how can people (you) help/coach others develop their competencies to become more effective leaders? (Part one of a three-section course.)

MPOD 418 Flourishing Enterprise

Global issues such as climate change and food security, as well as heightened expectations for personal health and well-being in the workplace, are introducing greater levels of complexity into business strategy and operations, with far-reaching implications for customer satisfaction and employee engagement. Effective handling of these issues can lead to new sources of revenue generation and cost efficiency, as well as reputational value, while failure to do so can lead to financial and competitive risk.

MPOD 439 Individual Field Project

The objectives of this course are to: 1) demonstrate the ability to frame and design a clear cut action research project applied to a given organizational development challenge or improvement opportunity; 2) show the ability to engage and mobilize others in a collaborative effort toward a collective outcome; 3) employ a defined change process and use theory from the field of OD (e.g., AI, EI, Sustainability, Organization Design, Strategic Thinking, etc.) to inform practice; 4) evince the ability to sustain momentum during the course of a project, while navigating the complexities that one normally encounters in an effort to complete the action research cycle; 5) provide evidence that the organization development change project has had a positive benefit or impact; and 6) reveal sufficient self-reflection and mindfulness in ways that further your own and others personal or professional development.

MPOD 440C Inclusive Leadership in a Global Context

The purpose of this course is to help you understand the current theories and effective practices of inclusive leadership in a global context, and through this understanding, to help you enhance your own leadership practices and capabilities. We will examine the methods, challenges, trade-offs, and frontiers of inclusive leadership through application of leadership concepts to case studies. Student teams will identify and conduct an at-a-distance project studying a global executive. The course will facilitate the development of personal efficacy for working with and supervising diverse others—those from different nations/cultures, races/ethnicities, genders, age groups, religions and lifestyles who may have different values, perspectives, approaches and abilities. As you gain self-awareness of the impact of your own identity, you will clarify your own approaches and styles and become more authentic as a leader and change agent. You will also develop practical knowledge about enabling team cultures of engagement and inclusion.

MPOD 498 Global Citizenship and Multicultural OD: International Study Tour

This course will broaden perspectives and knowledge of how OD principles and technologies are generated and applied in contexts and cultures outside of North America. Selected literature representing global perspectives on the practice of OD and field experiences will provide support and background for personal experience and reflection on cross-cultural issues in organizing. The primary learning context will be an intense, 10-day study tour to some country outside of North America to provide the participants with opportunities for: 1) comparative studies of OD practices in different cultural settings; 2) in-depth experiences with OD practitioners and students in a different national, regional and cultural context; 3) co-inquiry with non-North American students also involved in developing OD knowledge and skills; and 4) on-site organization visits outside of North America to observe and learn about on-going dynamic change efforts.

ORBH 251 Leading Organizations (LEAD II)

The principal goal of this course is to help students enhance their leadership skills by understanding how organizations function through the lenses of structure, culture, and power/politics. The course enables students to discern how leaders function effectively as they integrate goals, resources and people within these constraints. Students learn about these organizational lenses while developing their own leadership and professional skills.

ORBH 303 Leading Teams through Interpersonal Relationships

This course is designed for students who want to increase their understanding of interpersonal and team dynamics. It is designed to help you to build more open and effective relationships and to improve your ability to cooperate with and lead others to work effectively in today's increasingly

Appendix A Courses (continued)

team-oriented organizations. The emphasis of this course is on learning about oneself in the context of others based on the here-and-now experience of the group.

ORBH 391 Leadership in Diversity and Inclusion: Towards a Globally Inclusive Workplace

This course addresses workforce diversity issues from individual, group, and organizational perspectives. The focus is on innovative ways of utilizing today's culturally expanding workforce. Emphasis is on the what and how for managers in developing a corporate culture that embraces diversity, helping them in learning to work with, supervise and tap the talent of diverse employees within their organizations. Included are methods for modifying systems to attract, retain, develop, and capitalize on benefits of the new workforce demographics.

ORBH 430 Quantum Leadership: Creating Value for You, Business, and the World

This course is designed to help you develop your leadership skills and capabilities aimed at flourishing, defined as to grow well, to prosper, to thrive, to live life to the fullest. It emphasizes the growing desire by people everywhere for greater purpose and well-being through practices that cultivate the self. The goal is changing who leaders are, not only what they are doing, through daily practices that increase their awareness of how their actions impact others and the world. Through the course, students will learn mindfulness-type practices in an action learning process that allows them to experience a greater connection to self, others, and nature. Recent research shows that such direct-intuitive practices support personal well-being, team collaboration, and organizational resilience as part of an upward spiral in leadership effectiveness and life satisfaction. The most exciting aspect of this class is encouraging students to see themselves as positive change agents, with the ability to make a positive impact on the world through living their most fulfilling and flourishing selves.

ORBH 460 Women in Organizations

This course addresses important leadership and management issues concerning women in organizations. The course provides complex understandings of issues pertinent to professional women and work such as sex role typing, sex-based discrimination, equal pay, sexual harassment, work-family balance, women's leadership and women's career issues and development. The course helps students increase self-knowledge about their own values and practices as well as enhance their capabilities as leaders and managers. We will examine the opportunities, challenges, trade-offs, and organizational dynamics experienced by women in work settings, as well as the interpersonal, organizational, and societal structures and processes impacting women in organizations. Through a variety of course methods, students gain greater awareness of the gendered nature of work and organizations and learn effective strategies for women's career progress and effective participation in organizations.

ORBH 523 Design for Sustainable Value

The relationship between business and society—and the search for mutually beneficial advances between industry and the world's most pressing global issues—has become one of the defining issues of the 21st century. Throughout the world, immense entrepreneurial energy is finding expression, energy whose converging force is in direct proportion to the turbulence, crises, and the call of our times. Factories and buildings are being designed in ways that, surprisingly, give back more clean energy to the world than they use. Bottom-of-the-pyramid strategies and micro-enterprise models are demonstrating how business can eradicate poverty through profitability. Companies are designing products that leave behind no waste—only food that becomes input into their biological or technological cycles. And macrowikinomics—everything from telepresence to megacommunity—is rebooting our capacity for human cooperation and global action.

USNA 288I Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies

Most markets around the world do not look like Silicon Valley and they never will. But there are other models to support new businesses. In transitioning markets (where entrepreneurs do not have much access to private sector financing), government officials, donors, and business leaders are experimenting with creative approaches to support the growth of entrepreneurs. Cleveland is one such place exploring innovative approaches to support new businesses. For over ten years, there has been a massive intervention of government and donor resources to cultivate this entrepreneurial ecosystem. Has this intervention worked in Cleveland? How should success be measured? How does Cleveland's approach differ from approaches elsewhere around the world? In an unusual twist for a SAGES seminar, the regular classroom discussions will be complemented by your enrollment in a massive open online course (MOOC) "Beyond Silicon Valley".

USSO 289C Ethics For The Real World: Developing a Code of Ethics

This seminar addresses two major questions: How do the contexts in which we live or work affect ethical behavior? And how can we manage to struggle through personal and organizational challenges if we find they present us with something ethically compromising? In this course, we look to religion, spiritual teaching and cultural upbringing to understand sources of personal values and standards of behavior that might help structure one's life in the midst of difficult contexts. One way we consider this is through practical exercises including development of your own personal code of ethics, an iterative process designed to help you articulate the principles of your own moral construction. These can serve as a foundation for leadership integrity and moral courage for ethical decisions throughout life and work.

USSO 292Y Taking Care of Business: Corporate Governance and the Chief Executive Officer

We will consider the principles of being an effective CEO, the pressures and challenges they face, and how the best ones learn and grow. In doing so, we will think critically about some of the pressing issues that confront CEOs and society in general, such as: At a time of increasing economic inequality, are CEOs paid too much? Is the level and structure of CEO compensation appropriate? Students will gain a basic understanding of the governance principles associated with running for profit and not-for-profit organizations, develop an understanding of the pressures various stakeholders place on CEOs and further their own development of leadership by examining the leadership styles of CEOs. We will address these questions and more through a combination of case studies, scholarly readings, and interactions with organizational leaders.

Appendix B: Presentations by Department

Accounting

Bucaro, Anthony (Discussant), AAA Audit Midyear Meeting 2020, "Discussion of The Impact of Thinking Approach on Offshore Auditors' Judgment Quality in Performing Analytical Procedures," American Accounting Association, Houston, TX. (January 2020).

Carlisle, Melissa (Presenter & Author), Zimmerman, Aleksandra B (Author Only), Hux, Candice T (Author Only), Bhaskar, Lori B (Author Only), British Accounting and Finance Association (BAFA) 31st Audit & Assurance Conference, "WHAT DRIVES MANAGERS' PREFERENCES FOR AN AUDIT PARTNER? EXPERIMENTAL EVIDENCE ON THE AUDIT PARTNER SELECTION PROCESS," British Accounting and Finance Association (BAFA), Online. (May 2021).

Carlisle, Melissa (Author Only), Hamilton, Erin L (Presenter & Author), Smith, Jason (Author Only), Auditing Midyear Meeting, "Explaining Away Intentional Misstatements: When are Management Excuses Most Effective?," American Accounting Association, Online. (January 2021).

King, Thomas (Author Only), Corporate Governance: Examining Key Challenges and Perspectives, "Passive Investors: Implications for Corporate Governance," Virtus Global Center for Corporate Governance, Lisbon, Portugal. (May 2020)

Banking and Finance

Balasubramanyan, Lakshmi (Panelist/Discussant), AIRA- Annual Conference on Credit Risk and Loan Portfolio Quality Issues, "State of Banking Industry: where are we post-COVID?," Association of Insolvency and Restructuring Advisors (AIRA), Cleveland OH. (June 2022).

Gupta, Anurag (Panelist/Discussant), Environmental Capital Task Force, "US Environmental Technology to Market and Foreign Competition Assessment," US Dept and Energy and EarthX, Washington DC. (February 2020).

Madureira, Leonardo (Author Only), Zach, Tzachi (Presenter & Author), FARS Midyear Meeting, "What Drives the Value of Financial Analysts' Advice? The Role of Earnings and Growth Forecasts Markets," FARS, Denver. (January 2022).

Noh, Joonki (Presenter & Author), Conference on Asia-pacific Financial Markets, "Executives' Blaming External Factors and Market Reactions: Evidence from Earnings Conference Calls," Korean Securities Association, Virtual. (December 2021).

Ritchken, Peter H, Ecomfin Seminar Series, "Black Economic Empowerment Contracts: Valuation and Design," Federal Reserve Bank, Cleveland. (December 2020).

Silvers, J. B., Dively Alumni Presentation, "The Future of Healthcare (after COVID)," Weatherhead School of Management, CWRU On-Line. (August 2020).

Design and Innovation

Cauley, Michael R (Presenter & Author), 81st Annual Academy of Management Conference, "Person in Process of Practice: Between

helping and managing helping," Academy of Management, Convened Virtually. (August 2021).

Maltbia, Terrence E (Moderator), Cauley, Michael R (Presenter & Author), Tordini, Claudia E (Presenter & Author), GSAEC 2021 Bonfire Virtual Summit, "Igniting the Possible: Where are we going?," Graduate School Alliance for Education in Coaching, Convened Virtually. (July 2021).

Johnson, Susan L. (Presenter & Author), Boland, Richard J. (Author Only), Cola, Philip A. (Author Only), Aron, David (Author Only), Wang, Yunmei (Author Only), 82nd Annual Meeting of the Academy of Management, "Communication and Knowledge Creation in Multi-team Systems," Academy of Management, Virtual. (August 2021).

Raja, Ali S (Presenter & Author), Cola, Philip A. (Presenter & Author), Translational Science 2022, "Multidisciplinary Translation of Qualitative Research findings to Address Treatment of Patients with Opioid Use Disorder in U.S. Emergency Departments," Association for Clinical and Translational Science, Chicago, IL. (April 2022).

Driver, Jeffrey F. (Presenter & Author), Cola, Philip A. (Author Only), 82nd Annual Meeting of the Academy of Management, "Accounts of Restorative Reconciliation After Medical Injury: Implications for Risk Management," Academy of Management, Virtual. (August 2021).

Cola, Philip A. (Presenter & Author), Kristina, Knapp-Jack (Presenter & Author), Research Administration in Healthcare Systems and Hospitals. Summer Intensive Training Workshop, "Workforce Development: Research Job Families.," Society for Research Administration International, Virtual. (August 2021).

Cola, Philip A. (Presenter & Author), Williams, Madeleine (Presenter & Author), Research Administration in Healthcare Systems and Hospitals. Summer Intensive Training Workshop, "The Research Enterprise in Hospitals and Healthcare Systems/Research Engagement.," Society for Research Administration International, Virtual. (July 2021).

Campo, Miriam (Panelist/Discussant), Cola, Philip A. (Panelist/Discussant), Greven, Carlie (Panelist/Discussant), White-Jones, Angela (Panelist/Discussant), Professional Development Webinar, "Mentoring – Teatime Talk with Society of Research Administration International Mentoring Group," Society for Research Administrators International, Cleveland, OH. (November 2020).

Johnson, Susan (Presenter & Author), Boland, Jr., Richard J (Author Only), Aron, David (Author Only), Cola, Philip A., Wang, Yunmei (Author Only), 10th Annual Conference on Engaged Management Scholarship, "The Effect of Goals on Team Shared Reality," Case Western Reserve University, Cleveland, OH. (September 2020).

Battaglia, Alison J., Bilimoria, Diana, Lyytinen, Kalle J, Doherty-Sil, Eileen, Engaged Management Scholarship Conference, "Does Mindful Decision-Making Matter? A Study of Legislators' Decision Making," Engaged Management Scholarship Society. (September 2020).

Goldberg, Michael, Downtown Now Webinar, "Innovation and Entrepreneurship," Downtown Cleveland Alliance. (February 2021).

Johnson, Jennifer L (Discussant), 2021 Undergraduate Dean's Conference, "Integrating Meaningful Communication into Business School Curriculum: Why Does this Matter to Today's Undergraduate

Students?," University of Texas Dallas, Jindal School of Management, Virtual. (March 2021).

Johnson, Erica Monique (Chair/Co-Chair), Liu, Han (Coordinator/Organizer), Khatija, Pooja Jetho (Coordinator/Organizer), Annual Meeting of the Academy of Management, "Intersectional Trauma of Women of Color in Academe: Cultivating Trauma-informed Organizations," Academy of Management, Virtual. (August 2021).

Battaglia, Alison J., Bilimoria, Diana, Lyytinen, Kalle J, Doherty-Sil, Eileen, Engaged Management Scholarship Conference, "Does Mindful Decision-Making Matter? A Study of Legislators' Decision Making," Engaged Management Scholarship Society. (September 2020).

Nambisan, Satish, Invited Research Seminar, "Toward a loose coupling view of digital globalization," Queen's University (Smith School of Business). (February 2021).

Nambisan, Satish, Research in Entrepreneurship and Small Business (RENT) Annual Conference, "(Keynote) Entrepreneurship in a Digital World: A Research Agenda," ECSB and EIASM, Italy. (November 2020).

Nambisan, Satish, Evolution of Digital Entrepreneurship, FinTech and FinReg, "(Keynote) Entrepreneurship in a Digital World: A Research Agenda," Hong Kong Shue Yan University. (September 2020).

Singh, Jagdip, American Marketing Association Winter Educators, "Frontlines and Frontiers in Health Care," Journal of Marketing. (August 2020).

Johnson, Susan L. (Presenter & Author), Boland, Richard J. (Author Only), Cola, Philip A. (Author Only), Aron, David (Author Only), Wang, Yunmei (Author Only), 82nd Annual Meeting of the Academy of Management, "Communication and Knowledge Creation in Multi-team Systems," Academy of Management, Virtual. (August 2021).

Johnson, Susan (Presenter & Author), Boland, Jr., Richard J (Author Only), Aron, David (Author Only), Cola, Philip A., Wang, Yunmei (Author Only), 10th Annual Conference on Engaged Management Scholarship, "The Effect of Goals on Team Shared Reality," Case Western Reserve University, Cleveland, OH. (September 2020).

Whitehouse, Peter John (Chair/Co-Chair), Archibold, Estelle (Panelist/Discussant), Third World Congress of Transdisciplinarity, "Intergenerational Approaches to Knowledge Development: Reflections on The InterHub Experience," International Center for Research and Transdisciplinary Studies (CIRET) – France, (Virtual). (May 2021).

Widing, Robert (Panelist/Discussant), ANZMAC2021 Annual Meeting, "ANZMAC: Its Roots, the State of the Academy, and its Future Prospects (Special Session)," Australian New Zealand Marketing Academy, University of Melbourne, Melbourne, Australia. (December 2021).

Widing, Robert (Presenter Only), Laszlo, Chris (Presenter Only), International Academy of Management Annual Conference, "Revisiting Corporate leadership, Purpose and Governance," IEDC Bled School of Management, Virtual presentation to 300 attendees from around the world. (October 2020).

Widing, Robert (Moderator), Laszlo, Chris (Moderator), International Academy of Management Annual Meeting, "Revisiting Corporate Leadership, Purpose and Governance," IEDC Bled School of

Management, Via Zoom to 300 attendees from around the globe. (October 2020).

Economics

Shane, Scott A, TIE Seminar Series, "Trust Me, I'm an Entrepreneur," Johnson College of Business Cornell University. (April 2022).

Sheremeta, Roman, Global ESA Conference, "Conflict in the pool: A field experiment on the role of valuation, scarcity, and strength," ESA. (June 2020).

Votruba, Mark (Moderator), Antos, Joseph (Panelist/Discussant), Cutler, David (Panelist/Discussant), Mays, Glen (Panelist/Discussant), Election 2020: The Future of Healthcare Policy, "Election 2020: The Future of Healthcare Policy," WSOM, MSM-Healthcare Program, Cleveland/online. (October 2020).

Organizational Behavior

Whitehouse, Peter John (Chair/Co-Chair), Archibold, Estelle (Panelist/Discussant), Third World Congress of Transdisciplinarity, "Intergenerational Approaches to Knowledge Development: Reflections on The InterHub Experience," International Center for Research and Transdisciplinary Studies (CIRET) – France, (Virtual). (May 2021).

Archibold, Estelle, Positive Relationships at Work Virtual Meeting, "Embodied Intergenerational Organizing," PRW Micro-Community, Virtual. (April 2021).

Erskine, Samantha Elena (Chair/Co-Chair), Bilimoria, Diana (Panelist/Discussant), 81st Annual Meeting of the Academy of Management, "Intersectionality as a Method for Antiracist Research and Practice," Academy of Management, Virtual. (August 2021).

Jané, Sophie E (Presenter & Author), Sweitzer, Stormy C (Author Only), Bilimoria, Diana (Author Only), 81st Annual Meeting of the Academy of Management, "Perceptions of Group Membership: Bringing Intentionality to the Forefront of Inclusion and Exclusion," Academy of Management, Virtual. (August 2021).

Bilimoria, Diana, ICFAI Business School (IBS), "Becoming a More Inclusive Leader: Understanding and Mitigating Unconscious Gender Bias," ICFAI Business School (IBS), Virtual. (August 2021).

Bilimoria, Diana, Small and Rural Law Enforcement Executives Association Conference, "Advancing Women Leaders: Understanding and Mitigating Unconscious Gender Bias," Small and Rural Law Enforcement Executives Association, Virtual. (August 2021).

Jané, Sophie Elizabeth (Presenter & Author), Sweitzer, Stormy Compean (Author Only), Bilimoria, Diana (Author Only), 37th EGOS Colloquium 2021: Social Symbolic Work Subtheme, "A Bit of a Wolf Pack": The Social-Symbolic Work of Constructing a Radically Inclusive Organization," European Group for Organizational Studies (EGOS), Virtual/Amsterdam. (July 2021).

Bilimoria, Diana, Comprehensive Cancer Center Annual Meeting, "Becoming a More Inclusive Leader," Case Western Reserve University, Virtual. (July 2021).

Appendix B Presentations (continued)

Bilimoria, Diana, Diversity and Inclusion Speaker Series, "Mitigating Unconscious Gender Bias: Advancing Women's Career Development and Leadership," J P Morgan Chase, Virtual. (April 2021).

Bilimoria, Diana, Indian Society for Training and Development Meeting, "Becoming a More Inclusive Leader: Understanding and Mitigating Unconscious Gender Bias," Indian Society for Training and Development, Virtual. (April 2021).

Bilimoria, Diana, Cambridge Women's Resource Group, Empowering Women to Impact Now, and Women in Leadership 2021 Level Up Series, "Women Leaders: Challenges and Opportunities for Career Development and Advancement," Novartis, Virtual. (March 2021).

Jané, Sophie Elizabeth (Presenter & Author), Sweitzer, Stormy Compean (Author Only), Bilimoria, Diana (Author Only), Social Symbolic Workgroup Meeting, "A Bit of a Wolf Pack" The Social-Symbolic Work of Constructing a Radically Inclusive Organization," Social Symbolic Workgroup, Virtual. (January 2021).

Wei, Hongguo, Wu, Bingqing, Park, Haesang, Bilimoria, Diana, Southern Management Association Conference, "A Power-with versus Power-over Framework of Leadership Behaviors and Creativity,," Southern Management Association. (October 2020).

Bilimoria, Diana, US-Kuwait Second Workshop on Improving the Inclusion of Women in STEM, "The Leadership Lab for Women in STEM: Advancing and Retaining Women through Professional Development," National Academies of Science, Engineering and Medicine. (October 2020).

Battaglia, Alison J., Bilimoria, Diana, Lyytinen, Kalle J., Doherty-Sil, Eileen, Engaged Management Scholarship Conference, "Does Mindful Decision-Making Matter? A Study of Legislators' Decision Making," Engaged Management Scholarship Society. (September 2020).

Bilimoria, Diana, Engaged Management Scholarship Conference, "Engaged Management Scholarship: Thought Leadership to Transform Business and Society," Engaged Management Scholarship. (September 2020).

Bilimoria, Diana, Women in Manufacturing Summit, "Unconscious Gender Bias in the Workplace," Women in Manufacturing. (September 2020).

Case, Susan S (Presenter & Author), Schwartz, Michael J (Presenter & Author), Ehasz, Sharon Fitzgerald (Presenter & Author), Madell, Veronica (Presenter Only), Management and Organizational Behavior Teaching Society Conference (Theme: Diversity, Equity and Inclusion), "Designing, Building, Influencing, and Supporting: The Artistry of Reframing Teaching," Management and Organizational Behavior Teaching Society (MBOTS), Pomona, California. (June 2022).

Case, Susan S (Presenter & Author), Key Note—Diversity, Equity and Inclusion, "Composing a Life as a Woman Professional," Pi Beta Phi and Delta Gamma, Cleveland, Ohio. (April 2022).

Case, Susan S (Coordinator/Organizer), Academy of Management 82nd Annual Meeting, "MSR & Friends: An Invitation to co-Create a better World Together with our Minds, Hearts, and Spirit," Academy of Management, Seattle, Washington. (March 2022).

Case, Susan S., Schwartz, H. Michael (Presenter & Author), Ehasz, Sharon F (Presenter & Author), Academy of Management – 82nd

Annual Meeting, "Reframing Teaching: Interdependent Reflexivity for Developing Student Self-Awareness and Emotionally Intelligent Leaders," Academy of Management, Seattle, Washington. (March 2022).

Case, Susan S (Presenter Only), Academy of Management 82nd Annual Meeting, "Managing for Social Justice: Harnessing Management Theory and Practice for Collective Good," Academy of Management, Seattle, Washington. (March 2022).

Cooperrider, David L, Pepperdine world conference of alumni—keynote presentation, "OD's Earthshot Moment and the Mirror Flourishing Effect of Micro and Macro OD," Pepperdine university. (November 2021).

Cooperrider, David L, 5th Global Forum for Business as an Agent of World Benefit, "I did 20 pre-taped interviews with CEOs and pioneering thought leaders," Case Western Fowler Center. (October 2021).

Cooperrider, David L, 5th Global Forum for Business as an Agent of World Benefit—Keynote, "The Discover and Design of Positive Institutions," Case Western Reserve University and Berrett Koehler Publishers. (October 2021).

Cooperrider, David L, Center for Food Innovation, "The Appreciative Inquiry Design Summit for Advancing Food Innovation Across Northeast Ohio," Oberlin College. (July 2021).

Cooperrider, David L (Presenter & Author), SOCAP Global Forum Keynote, "The Business of Building a Better World: The Leadership Revolution That is Changing Everything," SOCAP—SOCAP is the largest and most diverse impact investing community in the world. (July 2021).

Cooperrider, David L, The B-Team with Jesper Brodin CEO of IKEA, "The Business of Building a Better World and the Appreciative Inquiry Summit," The B-Team founded by Sir Richard Branson. (July 2021).

Cooperrider, David L, Global Institute for Organization Development Network, "OD's New North Star: Full Spectrum Flourishing," GIODN. (May 2021).

Dhar, Udayan, Fry, Ronald, Academy of Management Annual Meeting, "Organizing for Positive Impact: Towards a theory of Triple Bottom Line Innovations," Academy of Management. (August 2021).

Dhar, Udayan, Academy of Management Annual Meeting, "The Leader as a Coach: A Paradox-based View," Academy of Management. (August 2021).

Dhar, Udayan, Midwest Academy of Management Annual Meeting, "The Ideal Self and Personal Values Across The Age-Spectrum," Midwest Academy of Management. (October 2020).

Erskine, Samantha Elena (Presenter & Author), PhD Project – Baruch College Research Symposium, "They Got the Job but Winning is Only Half the Battle: Black Women and Latina CEOs Navigating Whiteness and Patriarchy," The PhD Project and Baruch College, Virtual (and rescheduled — because of covid). (April 2021).

Erskine, Samantha Elena (Presenter & Author), International Coach Federation (ICF) Cleveland Monthly Membership Meeting (Virtual), "Engaging in Courageous Coaching Conversations on Race, Ethnicity, and Gender," International Coach Federation (ICF) Cleveland Chapter,

Virtual (because of covid). (September 2020).

Fry, Ronald, Distinguished Leaders Webinar Series, "From Great Resignation to Great Resurgence," Cooperrider Center for Appreciative Inquiry, Champlain College, VT. (May 2022).

Fry, Ronald, 5th Global Forum on Business as Agent for World Benefit: The Great Leadership Reset, "Aiming to Flourish: The Emergence of Positive Institutions in VUCA Times," Fowler Center for BAWB, CWRU and Barrett-Koehler Publishers, Virtual. (October 2021).

Fry, Ronald, AOM Symposium: Collaborating Across Organizational Boundaries: From Managing Crisis to Co-Creating a More Just and Thriving Society, "Boundary Smashing in VUCA Times," Academy of Management – 2021 Annual Meetings, Virtual. (August 2021).

Fry, Ronald, CWRU Greek Life Upstander Project, "Leveraging Strengths to Stand UP and Stand OUT," CWRU Greek Life, CWRU. (March 2021).

Fry, Ronald, Weatherhead xLab Quarterly Meeting, "Leading Digital Transformation in the Post-Covid "New Normal"," Weatherhead School's xLab, Cleveland, Ohio (via Zoom). (March 2021).

Fry, Ronald (Presenter & Author), Weatherhead 100 Webinar Series, "Applying Appreciative Inquiry to Excel in the Post-Pandemic "New Normal"," Weatherhead School, Cleveland, OHIO (virtual). (February 2021).

Laszlo, Chris, IONS Webinar (1,200 registered participants), "The Global Consciousness Institute: Tools and Frameworks for a New Leadership and Educational Paradigm," Institute of Noetic Sciences. (November 2021).

Laszlo, Chris, International Leadership Association (ILA) annual meeting, "Global Consciousness, Equity, and Flourishing: Tools and Frameworks for a New Leadership Paradigm," International Leadership Association, Geneva, Switzerland. (October 2021).

Laszlo, Chris, Reshaping Capitalism, "How Courageous Companies Give More than They Take (live interview of Unilever former CEO Paul Polman)," International Academy of Management. (October 2021).

Laszlo, Chris, XIII Encuentro Mundial de Valores, "Flourishing Enterprise," EMV Monterrey Mexico. (October 2021).

Laszlo, Chris, IHMA Intellectual Shamans webinar, "Prospective Theorizing: Researching for social impact," International Humanistic Management Association. (September 2021).

Laszlo, Chris P, Fifth Global Forum for Business as an Agent of World Benefit, "Flourishing Enterprise," Case Western Reserve University and Berrett-Koehler. (July 2021).

Laszlo, Chris, Deshpande Symposium, "Quantum Leadership: A transformation approach to education," International Humanistic Management Association. (June 2021).

Laszlo, Chris, PRME Annual Meeting, "Decolonizing the Business School – What is Hindering us?," U.N. Principles for Responsible Management Education. (June 2021).

Laszlo, Chris, Annual Global Forum, "Revisiting Corporate Leadership, Purpose and Governance. Panel Track Leader, The International Academy of Management, Global Forum, October 9, 2020," International Academy of Management. (October 2020).

Van Oosten, Ellen B (Presenter & Author), Melvin (Presenter & Author), Cleveland Learning Alliance, "Helping People Change: Coaching for Change," Cleveland Guardians, Virtual. (February 2022).

Smith, Melvin L, Harvard Institute of Coaching Conference Keynote, "Envisioning the Future of Coaching," Harvard IOC. (September 2021).

Stephens, John Paul, Management Seminar Speaker Series, "Organizing as Orchestrating and Experiencing," George Mason University, virtual. (December 2021).

Stephens, John Paul, Voss, Joachim (Presenter & Author), Nursing Research Conference: Nursing Resilience in Research, "Building up healthcare worker resilience," Veterans Administration, Cleveland, OH. (October 2021).

Stephens, John Paul, 1st Israeli Listening Conference, "Building connections by listening for the parts and the whole," Hebrew University of Jerusalem, virtual. (August 2021).

Stephens, John Paul, Positive Business Conference, "The Co-Creation of Human Connection," Center for Positive Organizations, Ann Arbor, MI. (May 2021).

Sweitzer, Stormy C (Presenter & Author), Freedman Fellows showCASE 2021, "Instagram, Images and Interactions: Organization Creation And Identity Formation In The Digital Age," Freedman Center for Digital Scholarship, Virtual. (May 2021).

Van Oosten, Ellen B (Presenter Only), LEAD CLE, "It's Primal: the Role of Emotions in Leadership and Life," Engage Cleveland, Independence Ohio. (November 2021).

Van Oosten, Ellen B (Presenter & Author), Women in Manufacturing Annual Conference- 2021, "Conversations that Inspire: Coaching for Sustained Desired Change," Women in Manufacturing, Hilton Cleveland. (October 2021).

Van Oosten, Ellen B, Wisdom Weavers Thought Leadership Institute, "Research Perspectives on Coaching Outcomes," ICF, Online. (September 2021).

Van Oosten, Ellen B (Presenter & Author), Smith, Melvin L (Presenter & Author), Coach Network at Erie Insurance, "Crafting your Vision as a Coach," Coaching Research Lab, online. (December 2020).

Van Oosten, Ellen B (Panelist/Discussant), Magnificat Parent Education Series, "Thriving vs Surviving: Managing Ourselves, Our Relationships and Our Space for Better Outcomes," Magnificat High School, Rocky River, Ohio. (December 2020).

Van Oosten, Ellen B (Presenter & Author), WBECS Social Impact Coaching Meeting – Asia, "Helping People Change," WBECS, online. (October 2020).

Van Oosten, Ellen B, Women in Manufacturing Summit 2020 Virtual Conference, "It's Primal: The role of emotions in leadership and life," Women in Manufacturing, Virtual. (September 2020).

Appendix C: Publications by Department

Accounting

Braun, K., Tietz, W. (2020). *Managerial Accounting, 6e* (6th edition ed., pp. 1099). Upper Saddle River, NJ: Pearson Prentice Hall. pearsonhighered.com

Bucaro, A., Brewster, B. (2020). Practitioner Summary – Systems Thinking in Complex Audit Situations. *Current Issues in Auditing, 14*(2), 40–46. <https://meridian.allenpress.com/cia/article/doi/10.2308/CIA-19-017/434713/PRACTITIONER-SUMMARY-Systems-Thinking-in-Complex>

Carlisle, M., Gimbar, C., Jenkins, J. G. (in press)(2022, April). Auditor-Client Interactions—An Exploration of Power Dynamics During Audit Evidence Collection. *Auditing: A Journal of Practice and Theory*.

Fogarty, T. J. (2022, January). An Institutional Theory Analysis of the Two Practice Segments of the Accounting Profession: Independence, Regulation and Profitable Practice". *Journal of Theoretical Accounting, .*

Keyser, J. D. (2022, May). An Audit Quality Inspection Scandal: Ethical Lapses in a Misguided Attempt to Alleviate Regulatory Scrutiny. *Issues in Accounting Education, 37*(2), 109–127. doi.org/10.2308/ISSUES-2021-004

King, T., Fogarty, T. J. (2021, October). The Dramaturgy of Earnings Guidance: An Institutional Analysis of a Soft Landing. *Accounting, Auditing & Accountability Journal*.

Flesher, D. L., Previts, G. J. (2021, May). Edward Everett Gore: Contributions of an Early 20th Century CPA and Civic Leader. *Accounting Historians Journal, 48*(2), 11–25.

Banking and Finance

Bae, J. W., Elkamhi, R. (2021, May). Global Equity Correlation in International Markets. *Management Science*.

Krishnan, C. N. V., He, Y. (2022, June). "Investor Perception, Market Reaction, and Post-Issue Performance in Bank Seasoned Equity Offerings. *Journal of Risk and Financial Management, 15*(7), 275.

Krishnan, C. N. V., Yakimenko, V. (2022, March). Market Misreaction? Leverage and Mergers and Acquisitions. *Journal of Risk and Financial Management, 15*(3), 144.

Krishnan, C. N. V., Wu, J. (2022, February). Market Misreaction? Evidence from Cross-border Acquisitions. *Journal of Risk and Financial Management, 15*(2), 93.

Noh, J., Zhou, D. (2022). Executives' Blaming External Factors and Market Reactions: Evidence from Earnings Conference Calls. *Journal of Banking and Finance, 134*: 106358.

Design & Innovation

Fry, R., Megan, B., Abaza, W. (2022, February). Global Inquiry as a Form of Positive Institution Building: A Living Case Story on The Generative Power of Story-getting. *Appreciative Inquiry Practitioner, 24*(1), 107–116. aipractitioner.com/

Chatterjee, S. (2022, January). Isolate and SEAL: two steps to designing an innovative and potent business model. Strategy and Leadership, Emerald Publishing Limited.

Pelfrey, C. M., Cola, P. A., Gerlick, J. A., Edgar, B., Khatri, S. B. (2022, May). Breaking Through Barriers: Factors that Influence Behavior Change Towards Leadership for Women in Academic Medicine. *Frontiers in Psychology: Organizational Psychology*. www.frontiersin.org/articles/10.3389/fpsyg.2022.854488/full

Ghosh, S. (2021, May). Importance of Constructive Feedback for the Growth of Students. *Higher Education Digest*. <https://www.highereducationdigest.com/importance-of-constructive-feedback-for-the-growth-of-students/>

Ghosh, S. (2021). In India Today Editorial Board (Ed.), How upskilling along with regular education can help students be industry ready. *Delhi, India for India Today and Europe for Indianow.eu: India Today and Indianow.eu*. <https://www.indiatoday.in/education-today/jobs-and-careers/story/how-students-can-be-trained-for-a-corporate-world-1768906-2021-02-13>

Ghosh, S. (2021). Ways Students Can Be Trained For The Corporate World (Feb 16th 2021 edition ed.). *New Delhi and Europe: India Today in India and Indianow.eu in Europe*. <https://www.indiatoday.in/education-today/jobs-and-careers/story/how-students-can-be-trained-for-a-corporate-world-1768906-2021-02-13>

Gilmore, J. H. (2022, January). The "New You" Business. Harvard Business Review, Vol 100(Issue 1).

Gilmore, J. H. (2022). The Six Looking Glasses. *Duke Corporate Education Dialogue*.

Schwartz, M. J., Khatija, P. J., Bilimoria, D. (2021, August). Holistic Leader(ship) Development: An Integrative Process Model of Leader and Leadership Development. *Oxford Research Encyclopedia of Business and Management*. oxfordre.com/business/view/10.1093/acrefore/9780190224851.001.0001/acrefore-9780190224851-e-288

Kim, H., Allenby, G. (2022, January). Integrating Textual Information into Models of Choice and Scaled Response Data. *Marketing Science*.

Lyytinen, K. J. (2022). "Innovation Logics in the Digital Era: A Systemic Review of the Emerging Digital Innovation Regime". *innovation: Organization and Management, 24*.

Lehmann, J., Recker, J., Yoo, Y., Rosenkranz, C. (2022). Designing Digital Market Offerings: How Digital Ventures Navigate the Tension Between Generative Digital Technology and the Existing Environment. *MIS Quarterly*.

Nambisan, S., Luo, Y. (2022). The Digital Multinational: Navigating the New Normal in Global Business (vol. Management on the Cutting

Edge Series (MIT Press and MIT Sloan Management Review)). *Boston, MA: MIT Press.*

Nambisan, S., Luo, Y. (2022). Think Globally, Innovate Locally. *MIT Sloan Management Review.*

Mariani, M., Nambisan, S. (2021). Innovation analytics and digital innovation experimentation: the rise of research-driven online review platforms. *Technological Forecasting and Social Change*, 172.

Widing, R., Laszlo, C. (2021). In Danica Purg, Misho Minkov and Tjasa Cankar (Ed.), Revisiting Corporate Leadership, Purpose and Governance (1st ed., vol. 1, pp. 34–41). *Bled: International Academy of Management and IEDC Bled School of Management.*

Borgers, M., Garud, R., Thomas, T., P. T., Yoo, Y. (2022). Digital innovation: Transforming research and practice. *Innovation: Organization & Management*, 22(1).

Lehmann, J., Recker, J., Yoo, Y., Rosenkranz, C. (2022). Designing Digital Market Offerings: How Digital Ventures Navigate the Tension Between Generative Digital Technology and the Existing Environment. *MIS Quarterly.*

Autio, E., Mudambi, R., Yoo, Y. (2021). Digitalization and globalization in a turbulent world: Centrifugal and centripetal forces. *Global Strategy Journal.*

Ayday, E., Yoo, Y., Halimi, A. (2021). ShareTrace: An Iterative Message Passing Algorithm for Efficient and Effective Disease Risk Assessment on an Integration Graph. *ACM-BCB/WABI 2021.*

Economics

Shane, S. A., Clingingsmith, D., Drover, W. (2022, March). Examining the Outcomes of Entrepreneur Pitch Training: An Exploratory Field Study. *Journal of Small Business Economics.*

Clingingsmith, D. (2020). We Must Not Waste Our Sacrifice In Bending The Curve. *Economic Policy Ideas for COVID-19 (Medium blog).* <https://medium.com/economic-policy-ideas-for-covid-19/we-must-not-waste-our-sacrifice-in-bending-the-curve-da8b54cb6f47>

Helper, S. (in press). Transforming U.S. supply chains to create good jobs,“. Boosting Wages for U.S. *Workers in the New Economy.*

Shane, S. A., Clingingsmith, D., Drover, W. (2022). Examining the Outcomes of Entrepreneur Pitch Training: An Exploratory Field Study. *Journal of Small Business Economics.*

Shane, S. A. (2021). Venture Investing in Logistics Startups: The Case of PAXAFE. *Startup City.*

Tanenbaum, J. T., Cebul, R. D., Votruba, M. (2021). Adoption of Health System Innovations: Evidence of Urban-Rural Disparities from the Ohio Primary Care Marketplace. *Journal of General Internal Medicine.* <https://link.springer.com/article/10.1007/s11606-020-06440-7>

Operations

Neilan, A. M., Losina, E., Bangs, A. C., Flanagan, C., Panella, C., Eskibozkurt, G. E., Mohareb, A., Hyle, E. P., Scott, J. A., Weinstein, M. C., Kazemian*, P., Ciaranello*, A. (2021). Clinical impact, costs, and cost-effectiveness of expanded SARS-CoV-2 testing in Massachusetts. *Clinical Infectious Diseases*, *co-senior authors.

Zokaeinikoo, M., Kazemian, P., Mitra, P., Kumara, S. (2021). AIDCOV: An interpretable artificial intelligence model for detection of COVID-19 from chest radiography images. *ACM Transactions on Management Information Systems (TMIS).*

Cromer, S., Wexler, D., Kazemian, P. (2021). Correlates of analog vs human basal insulin use among individuals with type 2 diabetes: A cross-sectional study. *Diabetes Research and Clinical Practice.*

Ritchken, P., Wu, Q. (2021). Capacity Investment, Production Flexibility, and Capital Structure. *Production and Operations Management Journal*, 30(12), 4593–4613. <https://onlinelibrary.wiley.com/doi/epdf/10.1111/poms.13253>

Organizational Behavior

Erskine, S. E., Archibold, E., Bilimoria, D. (2021). Afro-Diasporic Women Navigating the Black Ceiling: Individual, Relational, and Organizational Strategies. *Business Horizons*, 64(1), 37–50.

Archibold, E., Hernandez, M. (2021). Leadership During Times of Suffering. *Academy of Management Proceedings.*

Conley, N., Bilimoria, D. (2021). Barriers and Mitigating Strategies of Entrepreneurial Business Growth: The Role of Entrepreneur Race and Gender. *Entrepreneurship Research Journal*, 1-49. <https://doi.org/10.1515/erj-2020-0061>

Dukhaykh, S., Bilimoria, D. (2021). The Factors Influencing Saudi Arabian Women's Persistence in Nontraditional Work Careers. *Career Development International*, 26(5), 720-746. <https://doi.org/10.1108/CDI-04-2020-0089>

Hopkins, M. M., O'Neil, D. A., Bilimoria, D., Broadfoot, A. (2021). Buried Treasure: Contradictions in the Perception and Reality of Women's Leadership. *Frontiers in Psychology*, 12, Article 684705. doi.org/10.3389/fpsyg.2021.684705

Bilimoria, D. (2021). The Leadership Institute for Women in STEM and Manufacturing: Advancing and Retaining Women through Professional Development. *The Inclusion of Women in STEM: A Joint Workshop of the U.S. National Academies of Sciences, Engineering, and Medicine, and the Kuwait Foundation for the Advancement of Sciences: Proceedings of a Workshop—in Brief.*

Boyatzis, R. E., Hullinger, A., Ehasz, S., Harvey, J., Tassarotti, S., Gallotti, A., Pinafort, F. (2022). The Grand Challenge on the Future of Coaching. *Journal of Applied Behavioral Science.*

Dhar, U., Liu, H., Boyatzis, R. (2021). Towards Personal Sustainability: Renewal as an Antidote to Stress. *Sustainability*, 13(17). www.mdpi.com/2071-1050/13/17/9945#

Appendix C Publications (continued)

- Bonesso, S., Gerli, F., Pazzaro, C., Boyatzis, R. E. (2021). The role of intangible human capital in innovation diversification: Linking behavioral competencies with different types of innovation. *Industrial and Corporate Change*.
- Liu, H., Boyatzis, R. E. (2021). Focusing on Resilience and Renewal From Stress: The Role of Emotional and Social Intelligence Competencies. *Frontiers in Psychology*.
- Boyatzis, R. E., Goleman, D., Dhar, U., Osiri, J. K. (2021). Thrive and Survive: Assessing Personal Sustainability. *Consulting Psychology Journal*.
- Boyatzis, R. E., Smith, M. L., Van Oosten, E. B. (2021). In a Post-COVID World Will Training Be Dead? *Training Industry*. <https://trainingindustry.com/articles/strategy-alignment-and-planning/in-a-post-covid-world-will-training-be-dead/>
- Schnackenberg, A., Tomlinson, E., Coen, C. A. (2021). The dimensional structure of transparency: A construct validation of transparency as disclosure, clarity, and accuracy in organizations. *Human Relations*.
- Cohen, H. B. (2021). Overcoming the three challenges of middle market growth. *Smart Business Magazine*. www.sbnonline.com
- Cooperrider, D. L., Selian, A. (2022). The Business of Building a Better World: The Leadership Revolution That is Changing Everything (pp. 214). San Francisco: Berrett-Koehler.
- Cooperrider, D. L., Lindsey, G. Positive Organization Development: Changing the World of Change. New York: Wiley.
- Cooperrider, D. L. Foreword: Strategic Corporate Social Responsibility is the Future of Management. Strategic Corporate Social Responsibility: A Holistic Approach to Responsible and Sustainable Business. London: Sage: Sage.
- Robinson, P., Cooperrider, D. L. (2022). The Hidden Nature of Sustainable Agribusiness: An Appreciative Approach across the Value Chain. World Scientific Encyclopedia of Business Sustainability, Ethics and Entrepreneurship Volume 2: Sustainable Development Goals. *World Scientific Encyclopedia of Business Sustainability, Ethics and Entrepreneurship*.
- Cooperrider, D. L., Selian, A. (2022). Introduction: A Moonshot Moment for Business and the Great Economic Opportunities of Our Time. The Business of Building a Better World: *The Leadership Revolution That is Changing Everything.. San Francisco: Berrett-Koehler: Berrett-Koehler*.
- Zhexembayeva, N., Cooperrider, D. L. (2022). Toward Reinvention of Your Theory of the Business: 5 Principles for Thriving in a Disrupted World. *The Business of Building a Better World: The Leadership Revolution That is Changing Everything.. Berrett Koehler*.
- Cooperrider, D. L. (2021). We Live in Worlds Our Conversations Create. Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement. *Berrett-Koehler*.
- Cooperrider, D. L. (2020). Propelling PRME's Promise: From Our Peter Drucker Moment to the End of Global Goals Gradualism. Principles for Responsible Management Education. London: Greenleaf Publishing.
- Ellison, J., Cooperrider, D. L. (2022). Changing Organizations to Change Our World. *The Organization Development Review*.
- Cooperrider, D. L., Godwin, L. (2022). One Giant Leap: How Organization Development and Change Can Help Organizations, Industries, and World-changing Megacommunities Lead the Net-Positive Earthshot. *The Organization Development Review*.
- Sherman, d., Cooperrider, D. L. (2022). Appreciative Based Strategic Convening.
- Warren, C., Cooperrider, D. L. (2022). Appreciative Inquiry's Einstein Expansion: Appreciative Inquiry's Ever Widening Circle of Compassion and Positivity Resonance. *The Appreciative Inquiry Practitioner—The International Journal of Appreciative Inquiry*.
- Sherman, D., Cooperrider, D. L. (2022). Appreciative-based Strategic Convening. *The Appreciative Inquiry Practitioner—The International Journal of Appreciative Inquiry*.
- Cooperrider, D. L., Godwin, L. (2022). Strengths-based Megacommunities and Appreciative Inquiry's Complete Convention: Creating Wholepower, Willpower, and Waypower for our World's Earthshot Moment. *The Appreciative Inquiry Practitioner—The International Journal of Appreciative Inquiry*.
- Cooperrider, D. L., Godwin, L. (2022). The Discovery and Design of Positive Institutions. *The Appreciative Inquiry Practitioner—The International Journal of Appreciative Inquiry*.
- Ellison, J., Cooperrider, D. L. (2022). Changing Organizations to Change Our World. *The Journal of the Organization Development Practitioner*.
- Cooperrider, D. L., Godwin, L. (2022). One Giant Leap: How Organization Development and Change Can Help Organizations, Industries, and World-changing Megacommunities Lead the Net-Positive Earthshot. *Organization Development Review*.
- Sherman, D., Cooperrider, D. L. (2022). Appreciative-based Strategic Convening. <https://cwru.zoom.us/j/91287617967?pwd=QnkrOW9RNXd6OXIXUGIFNVdCVUt2Zz09>.
- Cooperrider, D. L., Godwin, L. (2022). The Discovery and Design of Positive Institutions. [https://cwru.zoom.us/j/91287617967?pwd=QnkrOW9RNXd6OXIXUGIFNVdCVUt2Zz09y\(vol.24\)](https://cwru.zoom.us/j/91287617967?pwd=QnkrOW9RNXd6OXIXUGIFNVdCVUt2Zz09y(vol.24)).
- Dhar, U., Fry, R. (2021). Innovating to Flourish: Toward a Theory of Organizing for Positive Impact (Ch. 16). In Cooperrider, D. L. & Selian, A. (Ed.), *The Business of Building a Better World: The Leadership Revolution That Is Changing Everything* (pp. Chapter 16). Oakland, California: Berrett Koehler. <https://www.bkconnection.com/books/title/The-Business-of-Building-a-Better-World>
- Dhar, U., Liu, H., Boyatzis, R. (2021). Towards Personal Sustainability: Renewal as an Antidote to Stress. *Sustainability*, 13(17). www.mdpi.com/2071-1050/13/17/9945#
- Boyatzis, R. E., Goleman, D., Dhar, U., Osiri, J. K. (2021). Thrive and Survive: Assessing Personal Sustainability. *Consulting Psychology Journal*.

- Dhar, U. (2022). Managerial coaching: a paradox-based view. *Leadership & Organization Development Journal*. www.emerald.com/insight/content/doi/10.1108/LODJ-07-2021-0326/full/html
- Boyatzis, R. E., Dhar, U. (2021). The Dynamics of the Ideal Self. *Journal of Management Development*. www.emerald.com/insight/content/doi/10.1108/JMD-09-2021-0247/full/html
- Dhar, U., Fry, R. (2021). Innovating to Flourish: Toward a Theory of Organizing for Positive Impact (Ch. 16). In Cooperrider, D. L. & Selian, A. (Ed.), *The Business of Building a Better World: The Leadership Revolution That Is Changing Everything* (pp. Chapter 16). Oakland, California: Barrett Koehler. <https://www.bkconnection.com/books/title/The-Business-of-Building-a-Better-World>
- Fry, R., B., Abaza, W. (2022). Global Inquiry as a Form of Positive Institution Building: A Living Case Story on The Generative Power of Story-getting. *Appreciative Inquiry Practitioner*, 24(1), 107-116. aipractitioner.com/
- Laszlo, C., Pavez, I. A. (2022). The role of consciousness in accelerating business as an agent of world benefit. *Cooperrider, D. (ed.), Business as an Agent of World Benefit: The New Theory of Business in an Age of Massive Mobilization*. Berrett-Koehler.
- Leah, J. S., Laszlo, C. (2022). Creating Positive Impact: The Power of Greater Purpose and Consciousness of Connectedness. *Engaged Management Review*.
- Laszlo, C. (2021). Prospective Theorizing: Researching for Social Impact. *Journal of Management, Spirituality, and Religion*.
- Laszlo, C., Waddock, S., Maheshwari, A., Nigri, G., Storberg-Walker, J. (2021). Quantum Worldviews: How science and spirituality are converging to transform consciousness for meaningful solutions to wicked problems. *Humanistic Management Journal*.
- Dhar, U., Liu, H., Boyatzis, R. (2021). Towards Personal Sustainability: Renewal as an Antidote to Stress. *Sustainability*, 13(17). www.mdpi.com/2071-1050/13/17/9945#
- Liu, H., Boyatzis, R. E. (2021). Focusing on Resilience and Renewal From Stress: The Role of Emotional and Social Intelligence Competencies. *Frontiers in Psychology*.
- Trinh, M. P., Van Esch, C. ..., Martinez, H. A., Messer, T. (2021). Appreciating Large Classes: Using Appreciative Inquiry to Foster a Hospitable Learning Space for Experiential Learning. *Journal of Management Education/Sage*, Online First. <https://doi.org/10.1177/1052562920980125>
- Schwartz, M. J., Khatija, P. J., Bilimoria, D. (2021). Holistic Leader(ship) Development: An Integrative Process Model of Leader and Leadership Development. *Oxford Research Encyclopedia of Business and Management*. oxfordre.com/business/view/10.1093/acrefore/9780190224851.001.0001/acrefore-9780190224851-e-288
- Boyatzis, R. E., Smith, M. L., Van Oosten, E. B. (2021). In a Post-COVID World Will Training Be Dead? *Training Industry*. <https://trainingindustry.com/articles/strategy-alignment-and-planning/in-a-post-covid-world-will-training-be-dead/>
- Jané, S. E., Sweitzer, S. C., Bilimoria, D. (2021). *Perceptions of Group Membership: Bringing Intentionality to the Forefront of Inclusion and Exclusion* (1st ed., vol. 2021). Academy of Management Conference. <https://journals.aom.org/doi/10.5465/AMBPP.2021.11923abstract>
- Alsahli, A. K., Bantan, M. (2022). *Uncertainty in Digital Platforms and Ecosystems: The Dynamic Interplay Between Knowledge Problems*. The 55th Annual Hawaii International Conference on System Sciences (HICSS 2022).
- Pelfrey, C. M., Cola, P. A., Gerlick, J. A., Edgar, B., Khatri, S. B. (2022). Breaking Through Barriers: Factors that Influence Behavior Change Towards Leadership for Women in Academic Medicine. *Frontiers in Psychology: Organizational Psychology*. www.frontiersin.org/articles/10.3389/fpsyg.2022.854488/full
- Lyddy, C. J., Good, D. J., Bolino, M. C., Thompson, P. S., Stephens, J. P. (2021). The Costs of Mindfulness at Work: The Moderating Role of Mindfulness in Surface Acting, Self-Control Depletion, and Performance Outcomes. *Journal of Applied Psychology*. psycnet.apa.org/doiLanding?doi=10.1037%2Fap10000863
- Trinh, M. P., Van Esch, C., Martinez, H. A., Messer, T. (2021). Appreciating Large Classes: Using Appreciative Inquiry to Foster a Hospitable Learning Space for Experiential Learning. *Journal of Management Education/Sage*, Online First. <https://doi.org/10.1177/1052562920980125>

