DEAN’S LETTER

WHAT NEVER CHANGES

Everything has an expiration date. And after a decade serving as part of the Mendoza leadership, mine is long past. I will step down as the Martin J. Gillen Dean of Mendoza College of Business as of June 30.

I feel truly blessed to have been associate dean, interim dean and then dean of this great institution. I plan to take a sabbatical year — my first in 38 years — before returning to my endowed professorship in finance.

It’s a common saying that people overestimate what can be accomplished in a year and underestimate what can be done in a decade. As I reflect on the last decade, I am struck by how much we have indeed achieved.

When I first became dean, we were ranked as the No. 1 undergraduate business school by Bloomberg Businessweek, an honor we continued to claim for five consecutive years from 2010 to 2014. In response, BBW suspended the ranking, reconfigured the methodology, issued one more year (we ranked No. 2), then quit the undergraduate rankings business altogether.

I like to think that we broke the ranking, especially since the one criteria that consistently put us over the top was student satisfaction. Our undergraduates commented about the passion of the faculty, the incredible efforts of our Undergraduate Advising and Career Services teams, the importance of our mission, the innovative coursework and the support of our amazing alumni network. More than any number, those words define success.

Perhaps the most significant changes in the educational landscape have occurred in graduate programs. Globalization and rapid advances in technology necessitated changes in the way we educate, especially in the demand for one-year specialty programs.

For many years, Mendoza has offered master’s degrees in accountancy and nonprofit management — both notable in their own right. Yet we had some catching up to do compared to our peers. Our pioneering Master of Science in Management for non-business majors launched in 2013 and remains an unqualified success. Two Chicago-based master’s programs in finance and business analytics followed in 2015 bringing our graduate offerings to seven.

The MSBA program was just the beginning of our efforts to strengthen our core in data analytics. In 2017, we introduced a new undergraduate major in business analytics, which immediately saw a high level of enrollment. We also created the dual MBA/MSBA, where students earn two master’s degrees in two years. In 2020, we plan to introduce a residential MSBA.

There have been many organizational changes to support these programs, which are perhaps too esoteric to go into in this limited space. But as dean, I’m proud of the thought leadership of our people and the constant focus on innovation.

Mostly, I’m humbled. There is another saying that it is easy to overestimate the importance of our own achievements in comparison with what we owe others. Being a dean means above all owing many people a huge debt of gratitude for devoting their time, experience, intelligence and talents to making these accomplishments possible.

It is also true that regardless of what changes, we must always hearken to what does not: our mission. Programs will come and go. People — even the dean — will come and go. But we all must continue to uphold the ideals of our faith and of business as a force for good in this world.

Therein lies our confidence for Mendoza’s bright future.

Roger D. Huang  
Martin J. Gillen Dean and Kenneth R. Meyer  
Professor of Global Investment Management
PART ONE

6 NEWS
12 FACULTY IN THE NEWS
13 RESEARCH
When ‘Doing Good’ has its Downsides
Tim Hubbard

15 RESEARCH
Parental Influences on Childhood Obesity
Elizabeth Moore

15 RESEARCH
Shifting Fees and Increasing Restatements
Erik Beardsley

FACULTY IN THE NEWS

12 FOCUS

RESEARCH
When 'Doing Good' has Its Downsides
Tim Hubbard

RESEARCH
Parental Influences on Childhood Obesity
Elizabeth Moore

RESEARCH
Shifting Fees and Increasing Restatements
Erik Beardsley

PART TWO

18 COVER
Siri, Should I Believe in God?
26 The New Boom
What’s making green energy grow?
32 The Better Fight
Business on the Front Lines turns 10
36 Teaching in View of #MeToo
3 ways B-schools can help

38 VITA

PART THREE

42 SALT & LIGHT
Erin’s Choice
Erin Barnes ’70

46 ASK MORE OF BUSINESS
‘Daddy Bill’
Bill Rossiter ’86

48 FIRST PERSON
Right Next to Godliness
Jeff Burke ’97

50 PROFILE
Travels with Andy
Andy Wendelborn ’12 ’99

52 FIRST PERSON
Thinking about
Pontius Pilate
Lawrence S. Cunningham

42 SALT & LIGHT
Erin’s Choice
Erin Barnes ’70

46 ASK MORE OF BUSINESS
‘Daddy Bill’
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48 FIRST PERSON
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52 FIRST PERSON
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Jeff Burke ’97

54 PROFILE
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56 FIRST PERSON
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GRADUATE ALUMNI RELATIONS
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MENDOZA BUSINESS SPRING 2018
I. VITA

Jessica Ni (MARK ’19) is the president and founder of the Notre Dame Kung Fu Club. Kung Fu is the traditional Chinese martial art that requires hard work and discipline of mind and body.

Photo by Matt Cashore ’94
`WHAT DOES THE DISNEY CHANNEL LOOK LIKE IN 2025?`  
In an age of screen proliferation, streaming video on demand and evolving social media usage, the traditional television programming model is in flux. That’s one of the reasons why three Disney executives traveled to Mendoza College of Business in January to ask Wendy Angst’s Innovation and Design Thinking course a question: “What does the Disney Channel look like in 2025?”

“You can’t just chase trends,” Mendoza graduate Sean Cocchia (FIN ’96), executive vice president of business operations and general manager of Disney Channels Worldwide, told the class. “You have to understand where those trends are leading to long-term shifts in behavior and figure out how you’re going to adapt best to be where you need to be down the road.”

Angst, assistant department chair and associate teaching professor in the Department of Management & Organization, had students in the three sections of her course create ethnographies and journey maps as they worked in teams to design a Disney channel that will appeal to parents and children seven years from now.

“Tell us what business we need to be in next,” added John Rood, senior vice president of marketing & Organization, had students in the three sections of her course create ethnographies and journey maps as they worked in teams to design a Disney channel that will appeal to parents and children seven years from now.

“The students have been referring to this experience as the ‘pinnacle of their time here at Notre Dame,’” Angst said. To read more about their Disney experience, go online to the Vita section of bizmagazine.nd.edu.

MANAGEMENT PROFESSOR WINS UN TEACHING AWARD
Jessica McManus Warnell, associate teaching professor for Management & Organization, received the 2017 United Nations Principles for Responsible Management Education (UN PRME) North America Teaching Excellence Award. UN PRME is an initiative of the U. N. Global Compact and is the largest organized relationship between the United Nations and business schools. McManus received the award during the Fourth PRME Regional Meeting North America in October at the University of Guelph in Ontario, Canada.

The real-world assignment gave students the opportunity to experience firsthand how design thinking concepts can be applied to business problems. They worked in teams to develop proposals. The top four teams flew to California after spring break to present their plans to Cocchia and the other Disney executives and tour Disney Studios.

“The students have been referring to this experience as the ‘pinnacle of their time here at Notre Dame,’” Angst said. To read more about their Disney experience, go online to the Vita section of bizmagazine.nd.edu.

INTERIM DEAN NAMED
K.J. Martijn Cremers, Bernard J. Hank Professor of Finance, has been named the interim dean of Mendoza College effective July 1. Cremers, who joined Mendoza in 2012, previously was a faculty member at Yale School of Management. He earned his Ph.D. in finance from the Stern School of Business at New York University. Hailing from the Netherlands, his undergraduate degree in econometrics is from the VU University Amsterdam. Cremers’ research focuses on empirical issues in investments and corporate governance. His paper “How Active is Your Fund Manager? A New Measure that Predicts Performance” introduced a measure of active management named Active Share, which has become widely used in the financial industry and incorporated in Morningstar Direct and FactSet.

FINANCE PROFESSOR FEATURED IN ‘WOMEN LEAD’ PROJECT
Kristen Collett-Schmitt, associate teaching professor of finance and director of special projects, was one of seven scholars highlighted in an International Women’s Day 2018 “Women Lead” online feature for the University of Notre Dame. To read her profile, go online to womenlead2018.nd.edu.

McManus joined Mendoza in 2001 and specializes in business ethics, sustainable business, values-based decision-making, managing millennials and business and culture in Japan.

SABREUR JONAH SHAINBERG (MGTC ’18), above, became the 28th four-time All-American in Notre Dame’s program history during the 2018 NCAA Fencing Championships, where he helped the Irish clinch their 10th national title.

Shainberg received the 2018 Management & Organization Department Student Service Award and served as a teaching assistant in Business Problem Solving and Innovation and Design Thinking courses his senior year.
ONBOARDINGS

ANGELA LOGAN was named St. André Resette Director of Nonprofit Professional Development. She leads the team that manages the Master of Nonprofit Administration degree program and the Nonprofit Certificate programs. As a concurrent professional specialist in the Department of Management & Organization, she also teaches the MNA Field Project course, which serves as the capstone course for the degree program. Logan, who joined Mendoza in 2013, has more than 20 years of experience in higher education and philanthropy, with a focus in the areas of education and diversity. She is the first African American woman to earn a doctorate in philanthropic studies from the Indiana University Lilly Family School of Philanthropy.

CHRIS FRUEHWIRTH was hired as director of information technologies for Mendoza. He has been with the University since 2000 and spent the majority of his time in Notre Dame's Office of Information Technology. He managed Application Services and was responsible for the design, delivery and maintenance of the technical infrastructure used to deliver many of the University's IT services. Last year, Fruehwirth completed Notre Dame's Leadership Rotation Program, during which he spent time with the Office of Strategic Planning and Institutional Research, Division of Student Affairs, Finance and Office of Research.

IN MEMORIAM

MICHAEL L. HEMLER, associate professor of finance, died unexpectedly Feb. 14, 2018, of natural causes. He was 64.

Hemler, who joined the Mendoza faculty in 1992, studied investments with an emphasis on financial derivatives. A former Kanbe Teaching Fellow, he taught derivatives, financial management and Applied Investment Management (AIM) classes.

“Mike was a personal friend, someone I’ve played tennis with for 48 years,” said Roger D. Huang, Martin J. Gillen Dean of the Mendoza College of Business. “He was always willing to help with department needs, from hosting prospective faculty to teaching the complicated subject of derivatives. Mike will be greatly missed on a personal and professional level.”

NEWSONMAN BILL KURTIS REFLECTS ON HIS CAREER

“You have to be ready and recognize opportunities when they come to you.” That was some of the advice award-winning broadcaster Bill Kurtis, co-host of the NPR quiz show “Wait, Wait … Don’t Tell Me!” gave when he spoke at Mendoza in February about his 30-year journalism career. Kurtis, who covered the fall of Saigon, broke the Agent Orange story and created numerous A&E shows including “Cold Case Files” and “American Justice,” noted the importance of persistence. “It becomes easy only when you do it over and over again,” he said, adding, “What does it take for any career choice? It takes everything you’ve got.”

UNDERGRADS PRESENT AT BUSINESS ETHICS CONFERENCE

Four Mendoza juniors presented at the 24th annual International Vincentian Business Ethics Conference at DePaul University in Chicago. Charles Trense, Cynthia Yan, Steven Campillo and Samantha Walker shared case studies about international business ethics challenges at the conference, held in October. The cases were submitted to CurateND, which will allow them to be shared freely with faculty at other institutions.

The students volunteered to develop the cases after taking Introduction to Business Ethics with Jessica McManus Warnell, an associate teaching professor for Management & Organization. This is the second year McManus and Joan Dubinsky, former chief ethics officer for the United Nations, guided teams.

RETIREMENTS

JAMES FUEHRMEYER, an accounting teaching profes-

sor, retired in December after 30 years at Mendoza. A gifted teacher, he received the Blessed Basil Anthony Moreau, C.S.C., Outstanding Undergraduate Teaching Award in 2010, the Dínculo Outstanding Undergraduate Accounting Professor 2013, and a Rev. Edmund P. Joyce, C.S.C., Award for Outstanding Undergraduate Teaching in 2007.

During his time at Mendoza, he served as academic director for the Master of Science in Accountancy program. He was also involved as a mentor in Notre Dame’s Building Bridges Program, which supports incoming freshmen from historically underrepresented backgrounds.

A graduate of the U.S. Military Academy at West Point, Fuehrmeyer served as an Army infantry cap-

tain for five years. He earned his MBA in account-

ing and finance at the University of Chicago Booth School of Business.

DAVID RICCHIUTE, the Deloitte & Touche Professor of Accountancy, will retire at the end of June after nearly 41 years at Mendoza.

In addition to being a prolific writer and holding positions on the editorial boards of accounting and auditing journals, Ricchiute was an award-winning teacher who was recognized twice as Outstanding Teacher of the Year in the Master of Science in Accountancy Program; three times as Outstanding Undergraduate Teacher of the Year; and once with a Kanbe Teaching Award. Throughout his career, Ricchiute was engaged by public companies and public accounting firms to testify or consult in proceedings brought in federal and state court and before the American Arbitration Association and the U.S. Securities and Exchange Commission. He earned his DBA and MS degrees from the University of Kentucky.

MAGAZINE REDISEIGN WINS GOLD

The newly redesigned Mendoza Business magazine won gold in the external publications category of the 33rd Annual Educational Advertising Awards sponsored by Higher Education Marketing Report (HEMR). The contest was judged by a national panel of higher education marketers, advertising creative directors, marketing and advertising professionals and the HEMR editorial board.

Mendoza Graduate Business Career Services relocated in January to the fifth floor of Duncan Student Center, part of Notre Dame’s newly centralized Center for Career Development. The floor features more than 45 interview and meeting spaces, including eight custom-built video conference-capable rooms that can accommodate virtual interviews between corporate recruiters and students. Career services offices for undergraduate and graduate programs are also housed in the center along with a shared employer engagement team, which cultivates relationships with recruiters.

Mendoza Graduate Business Career Services provides career coaching and professional development opportunities to MBA, EMBA, MSA, MSF, MSB and MSM students.
that chance and do something different." The only risk is not taking risk at your age. The only risk is not taking can find in America," he said. "There's no doing service than in any for-profit job you can find abroad. "You will learn far more after graduation. "You will learn far more students to work at a nonprofit for a year financial planning tools. Burke challenged and individuals with tax assistance and Burke '94, founder of LadderUp, a Chicago It featured 11 speakers, including Bob entrepreneurship, civic contributions, education and training, and other efforts. It featured 11 speakers, including Bob Burke '94, founder of LadderUp, a Chicago nonprofit that serves people with developmental disabilities, and 15-year-old Anthony Borges, who was wounded in the mass school shooting in Parkland, Florida. Their efforts yielded $3,260 for Logan Center and $3,279 for Borges. "The project is in keeping with the Mendoza mission to 'Ask More of Business,' or to utilize business as a force for good in the world," said Stevens. "Business creates the wealth of the world, and business needs to do more to support those in need." MSM CANDIDATE NO. 8 PICK IN THE NATIONAL WOMEN'S SOCCER LEAGUE DRAFT Soccer midfielder Sandra Yu (MSM '18, NO '17) was selected with the No. 8 overall pick by Portland Thorns FC in the National Women's Soccer League Draft in January. Yu, a United Soccer Coaches Scholar All-American, is the fourth Irish player to be drafted in the NWSL. She is the 13th Notre Dame athlete named as a first-team Scholar All-American and is also the University’s 33rd United Soccer Coaches All-American. The Strongsville, Ohio, native was also named to the 2017 All-Atlantic Coast Conference First Team. CMO SUMMIT BRINGS MARKETING LEADERS TO CAMPUS “Meaningful Marketing: The Future of Customer Engagement in a Digital World” was the theme of the Notre Dame Chief Marketing Officer Summit in April. The event brought top marketing executives to campus from Intel, Google, Kellogg, TD Ameritrade, American Eagle Outfitters, Constellation Brands, Link ANC, Edward Jones, Green Stone, USAA and more. Jennifer Rooney, editor of the Forbes CMO Network, moderated the panel discussion "Panel: Pockets of Opportunity: The Diversity of Work in Marketing Today and the Skills Required to Succeed.” ACCOUNTANCY STUDENTS NAMED GILMAN SCHOLARS Accountancy juniors Frank Chung and Edwina King received Benjamin A. Gilman Scholarships to study abroad in 2019. Chung, from Palisades Park, New Jersey, spent the spring semester in the United Kingdom through the Notre Dame London Global Gateway. He will remain overseas for the summer academic term. King, of Minneapolis, will study in Europe through Notre Dame International’s summer program in Toledo, Spain. UNDERGRAD APP DEBUTS The Office of Undergraduate Studies launched its SmartSophomore app for Apple and Android devices in October. The app features a number of points-based challenges designed to help sophomores as they prepare to declare a major in the spring. The activities encourage students to reflect on their personal strengths and interests, evaluate their major options, explore career paths and attend Mendoza events. Students can use the points to earn prizes, such as preferential registration for a future class. The app is a beta version of the new MendozaSMART app, which went live in April for rising sophomores. STUDENTS CROWDFUND FOR CAUSES Each semester, assistant teaching professor Chris Stevens challenges his management classes to fundraise for a nonprofit organization or cause. For the spring semester, students chose to crowdfund for two efforts: the Logan Center, a local nonprofit that serves people with developmental disabilities, and 15-year-old Anthony Borges, who was wounded in the mass school shooting in Parkland, Florida. Their efforts yielded $3,260 for Logan Center and $3,279 for Borges. "The project is in keeping with the Mendoza mission to ‘Ask More of Business,’ or to utilize business as a force for good in the world," said Stevens. "Business creates the wealth of the world, and business needs to do more to support those in need.” PROFESSOR RANKS NO. 1 FOR ENTREPRENEURSHIP RESEARCH Entrepreneurship professor Dean Shepherd was identified as the leading scholar in worldwide academic entrepreneurship research in a study published in the Journal of Small Business Management. Shepherd, the Ray and Miriam Siegfried Professor of Entrepreneurship, was the No. 1 contributing author of entrepreneurship research, according to the study "Contributing Forces in Entrepreneurship Research: A Global Citation Analysis." His prolific research career includes investigating both the decision making involved in leveraging cognitive and other resources to act on opportunities and the processes of learning from experimentation — including failure — in ways that ultimately lead to high levels of individual and organizational performance. He has published papers primarily in the top-entrepreneurship, general management, strategic management, operations management and psychology journals and has written or edited more than 20 books. MSM CANDIDATE NO. 8 PICK IN THE NATIONAL WOMEN'S SOCCER LEAGUE DRAFT Soccer midfielder Sandra Yu (MSM '18, NO '17) was selected with the No. 8 overall pick by Portland Thorns FC in the National Women's Soccer League Draft in January. 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It’s an opportunity to show employees that how they get results is just as important as the results themselves. COACH BEFORE YOU MANAGE Don’t wait for annual reviews. Providing ongoing, personalized feedback shows that you’re committed to your followers’ development, not just to hitting financial targets. PRAISE EFFORTS, NOT ABILITIES Those who are praised for their innate qualities (“You’re a natural!”) rather than their efforts (“You put a lot of great work into this!”) are more likely to lie or cheat to hide mistakes. TRIGGER INTRINSIC MOTIVATION Competition produces results, but too much competition can be destructive. Encourage workers to be motivated by their own growth, not others’ failures. REMOVE THE STIGMA AROUND FAILURE Employees who are terrified of failing are most likely to compromise their morals to avoid it. Reframe failure as a growth opportunity. For more science-based strategies for ethical leadership, visit ethicalleadership.nd.edu.

ETHICS WEEK 2018 FOCUS ON LOCAL IMPACT “Lead Local, Lead Global” was the theme of Mendoza’s Ethics Week 2018 in February. The event included presentations from the Notre Dame and local community that exemplify business leadership focused on advancing the greater good through entrepreneurship, civic contributions, education and training, and other efforts. It featured 11 speakers, including Bob Burke ‘94, founder of LadderUp, a Chicago nonprofit that provides low-income families and individuals with tax assistance and financial planning tools. Burke challenged students to work at a nonprofit for a year after graduation. “You will learn far more doing service than in any for-profit job you can find in America,” he said. “There’s no risk at your age. The only risk is not taking that chance and do something different.”
AUDITS
Audit firms goof more after lowering fees and providing non-audit services
Accounting Today
March 8, 2018
"We also observe that this increase in client misstatement rate primarily occurs for large audit offices..."
Erik Boudreaux
Assistant Professor
Accountancy

DATA SECURITY
It’s time to question longstanding password security best practices
FedTech
Feb. 21, 2018
"...evidence suggests that agencies’ security posture may not be improved much by maintaining policies that require frequent password changes."
Mike Chapple
Associate Teaching Professor
IT, Analytics, & Operations

TARIFFS
Tariff on washers may be good for Whirlpool but is it good for consumers?
The South Bend Tribune
Jan. 30, 2018
"Tariffs to this degree and magnitude can be detrimental to international relations."
Jason Reed
Assistant Teaching Professor
Finance

FACEBOOK
Indictment: Social media firms get played by Russian agents
The Associated Press
Feb. 19, 2018
"I’ve never been convinced that these sites are motivated to fix a problem like this."
Tim Canova
Associate Teaching Professor
IT, Analytics, & Operations

CORPORATE RESPONSIBILITY
BlackRock CEO says companies need to do more than deliver profits
NPR
Jan. 16, 2018
"...It fails in corporate social responsibility and then performs poorly, they are much more likely to be dismissed."
Charlie Hurst
Assistant Professor
Management & Organization

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THE NRA
Since Parkland, a list of companies that have taken action on guns
The Washington Post
March 8, 2018
"...It’s always better to do something because you have to."
Joe Holt
Ethics Teaching Professor
Management & Organization

CREDIT CARDS
How can credit card companies afford to offer big sign-up bonuses?
WalletHub
"In short, the importance is not so much that consumers ask for it, as it is that it is a competitive move by companies..."
Joe Chen
Teaching Professor
Marketing

IN THE NEWS
VITA
Management & Organization
Assistant Professor
Charlice Hurst

WHEN ‘DOING GOOD’ HAS ITS DOWNSIDES
A CEO who invests in corporate responsibility practices takes a risk, according to new research.

In 2006, TIAA-CREF sold its 50 million shares of Coca-Cola stock after reports emerged of the soft drink giant violating labor and environmental laws around the world. With the motto, “We serve those who do good,” TIAA-CREF bills itself as a socially responsible financial services firm. So when KLD Research & Analytics, which rates corporations on their social responsibility, dropped Coca-Cola’s ranking, TIAA-CREF decided to divest. Corporate Social Responsibility, or CSR, is a controversial subject. Since at least the 1970s, when Milton Friedman and a group of like-minded economists launched the “shareholder value” revolution, most companies have viewed maximizing profits for their investors as their primary responsibility. In recent decades, though, critics have argued that shareholders are just one group among a corporation’s many stakeholders — including the firms’ employees, its customers and the communities where the firm does business. All of the stakeholders deserve to benefit from the firm’s success, this argument goes, not just the stockholders. That view is gaining increasing acceptance in the corporate world. Almost three-quarters of all Standard & Poor’s 500 firms in the U.S. now produce an annual CSR report, and 40 percent of shareholder proposals focus on social and environmental issues. In a sense, corporate leaders are responding to the need of socially conscious investors, who continue to ask more of corporations. An estimated $4 trillion is currently invested in socially responsible investment funds such as TIAA-CREF. “There’s strong pressure from the public,” said Timothy Hubbard, a Management & Organization

By Michael Hardy

TIM HUBBARD
Tim Hubbard is an assistant professor of Management & Organization. His research focuses on strategic leadership, with a particular emphasis on behavioral strategy. He received his Ph.D. from the University of Georgia and holds degrees from the Thunderbird School of Global Management and the University of Illinois.
RISK/REWARD

| 84% | more likely to get fired: CEOs at poorly performing companies who invest in CSR |
| 53% | less likely to get fired: CEOs at well-performing companies who invest in CSR |

PARENTAL INFLUENCES ON CHILDHOOD OBESITY

Elizabeth Moore has spent her career studying the impact of food advertising on children, authoring or co-authoring more than a dozen academic papers in her field's most prestigious journals. It's an important topic. Since 1980, the proportion of overweight children worldwide has grown by 50%; in the U.S., alone, nearly 1 in 5 children are now overweight or obese.

In a study published last year in The Journal of Consumer Research, Moore, along with co-authors William Willie of Mendoza and Debra M. Desrochers of London's Westminster Business School, turned her attention to parental responsibility.

The researchers relied on a theoretical framework that classifies parenting styles as “Authoritative” (high warmth, high control), “Indulgent/Permissive” (high warmth, low control), “Authoritarian” (low warmth, high control), and “Neglectful” (low warmth, low control). Within those categories, research indicates that the children of Authoritative parents are at lower risk of becoming obese, while the children of Authoritarian, Indulgent/Permissive and Neglectful parents are at greater risk.

That was one finding of the research, which looked at other aspects of parental influence as well, such as overt and covert controls. The problem, as anyone who was forced to eat asparagus can attest, is that children often rebel against such restrictions, leading to future avoidance of mandated foods and overeating of prohibited foods.

Moore is the first to acknowledge the difficulty parents have in establishing good eating habits, as long as our culture remains obesogenic — one that promotes habits that lead to obesity.

“What we view now as overweight as a culture has changed, so what we used to see as overweight we now see as normal — there's a cultural acceptance of obesity,” she said. “That's a problem.”

SHIFTING FEES AND INCREASING RESTATEMENTS

The Sarbanes-Oxley Act (SOX) was enacted in 2002 after Enron, WorldCom and a spate of other ethics scandals shook financial markets and gave corporate America a giant black eye. In part, SOX sought to reestablish public trust in the accuracy and transparency of corporate financial statements by restricting the amount of non-audit services an accounting firm can provide.

But now, there seems to be a shift occurring, according to new research by Erik Beardsley, assistant professor of accountancy at Mendoza. Beardsley and his co-authors examined the audit fees, non-audit fees and client misstatement rates of 561 audit offices from 2004 to 2013. It found that as audit fees decreased, the accounting firms focused more on providing other services. When that happened, audit quality, as evidenced by financial restatements, suffered.

Beardsley says firms and investors should be wary of auditors trying to sell more non-audit services, which has been an ongoing concern for the Public Company Accounting Oversight Board. The board has focused on whether non-audit services impair auditor independence and whether it has an effect on audit quality.

The research, co-authored by Dennis Lasilla of Texas A&M University and Thomas Omer from the University of Nebraska-Lincoln, is forthcoming in Contemporary Accounting Research.
II. FEATURES

18 Siri, Should I Believe in God?
AI and questions of faith

26 The New Boom
What’s making green energy grow?

32 The Better Fight
Business on the Front Lines turns 10

36 Teaching in View of #MeToo
3 ways B-schools can help

Alexa as theologian?
Experts weigh in about artificial intelligence crossing into the spiritual realm in our cover story.
Photo by Matt Cashore ’94
Our apps provide directions, the weather and easy ways to pay for coffee. But when it comes to answering deep metaphysical questions, artificial intelligence isn’t so smart.

By Claire Giangravé
Artificial intelligence refers to the specialized kind of intelligence displayed by machines, as opposed to the “natural intelligence” of human beings. It includes the concepts of machine learning, which uses data and experience automatically to tune algorithms, and deep learning, which uses neural networks — or your brain — to simulate the learning process.

In general, a device is considered to be artificially intelligent if it can perceive its environment and take actions that maximize its chances of achieving its goals. That, of course, begs the question: Where do those goals come from?

And the answer, at least at the present state of the art, is programmers. Specifically, programmers working for large commercial enterprises, whose prime directive is to sell products by appealing to the largest possible swath of potential customers. That works out well when an AI device such as a personal or home digital assistant is asked to perform relatively simple tasks. But when it comes to the realm of the spirit — the nature and existence of God, or the purpose of human life — it’s a whole new, and sometimes problematic, ball game.

First, whose answers are you getting? This question has been gaining more and more traction in and around AI circles, especially considering that it’s likely to be impressionable young people turning to their digital assistants for religious questions. Are there inherent biases or worldview written, subtly or not-so-subtly, into those lines of code?

Second, Siri, Alexa and Cortana are essentially commercial products created to broaden market bases — not to challenge or provoke a consumer, particularly on tough issues such as faith and religion. As a result, virtual assistants will tend to answer questions concerning God by boiling them down to a lowest common feel-good denominator, raising the issue of whether something such as Alexa could ever be a reliable source for this type of information, given its drive for profit.

A third question concerns the impact that AI devices are having on the capacity of users, and the young people who are the most engaged with this technology, to develop a proper spiritual life in the first place. While Siri and Alexa can be trained to defer the most important questions of their lives to machines.

Finally, while the current state-of-the-art machines are no more conscious than a book or a spoon, scientists and technologists continue to push the boundaries of artificial intelligence. Could AI devices one day be capable of any sort of spiritual life, or, to use the psychological term, ‘interiority’?

AI’S INHERENT BIAS

Predictions are that as AI becomes more refined and pervasive in our lives, homes and society, digital natives (those born in the digital age who are therefore comfortable with technology) will be the readiest to jump onboard, and their engagement level in this multimillion-dollar business is likely to grow.

Data also show that digital natives tend more than others to “trust” AI with personal information in exchange for product or service recommendations. It comes as no surprise, then, that while commercial AI is at its best with tasks that relate to location, calendar and reminder settings, digital assistants can sometimes be questioned on issues that they are not equipped to answer.

When Trense asked Alexa who Jesus Christ was, the machine answered with a two-minute rundown drawn from the Wikipedia page.

“Especially the younger generation is using their phones for everything, and I have seen this incremental move toward asking more complex questions.”

Tim Carone

In late November 2017, the same question raised controversy when a right-wing conservative YouTube published a video that showed Alexa answering, “Jesus Christ is a fictional character.” It resulted in a heated debate about the extent to which the inherent bias of companies working in AI, including Google, Apple and Amazon, affects the answers offered by these machines.

Only rarely will AI technologies such as Siri or Alexa actually compute an answer. If one were to ask these virtual agents, “What is 12 times 4?” they would rely on existing data available on the internet, most of it from Wikipedia.

In his opinion, “technologies are getting way ahead of the curve,” says Tim Carone, a former astrophysicist, recently published an article in The Chicago Tribune where he explored the overwhelming majority of youth in the digital age, who increasingly struggle with short attention spans and interpersonal relationships, prefer Google searches and even disembodied voices to get the information they need about virtually everything.

Nearly 1 in 5 United States citizens, more than 60 million people, will make use of artificial intelligence (AI)-driven digital assistants such as Apple’s Siri, Google’s assistant (which doesn’t have a name), Amazon’s Alexa or Microsoft’s Cortana at least once a month in 2018, a study by eMarketer predicts.

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Chiang’s specialty is Natural Language Processing, or NLP, which focuses on having computers utilize language as similarly as possible to the way humans do, except faster.

In a way, his job is to make AI sound more human.

To a certain extent, AI can also “learn” independently from data, which can lead to some dangerous overgeneralizations. This unintentional bias could have significant consequences, especially when touching on subjects such as gender, race, and even religion.

“People are really concerned right now about the ways in which the data that we put into the machine either reflects inherent biases that people have or, more benignly, the computer is just making poor choices based on overgeneralizations from probabilities,” Chiang says.

An AI system aimed at determining whether someone should be granted a loan, for example, might rely on data such as income, address and education, which may unintentionally result in a form of racial or gender bias.

At other times, digital agents simply rely on human-made information on the internet that is on the surface, rather than at all, factual. Though Wikipedia is in many ways a powerful and crucial tool, it’s no mystery that its “ground-up” information system is often prone to human error.

Beyond computed and data-derived answers, Siri and other devices clearly are directly programmed to recite particular answers, although precisely who and other devices clearly are directly programmed to recite particular answers, although precisely who

big tech companies are located — as a proxy, a 2010 religious census of California’s Santa Clara County showed that 43 percent of residents are religious, with the majority being Catholic or evangelical.

Viewed from a wider angle lens, it’s clear that there isn’t a hard and fast division between tech and faith.

Some tech enthusiasts have developed pseudo-religious concepts such as the “singularit,” which points to a moment in the not-so-distant future when technological developments will be so profound as to entirely change humanity’s current state of being. (It’s sometimes jocularly referred to as “the rapture of the nerds.”) Others, such as former Google engineer Anthony Levandowski, have taken it to the next level by inventing a religion called Way of the Future that is aimed entirely toward the creation of an AI god.

Though the religious disposition of Silicon Valley offers some fascinating insight into what potentially could be the underlying biases of its programmers and engineers, it’s likely profit, not religion, that guides top-level decisions in a competitive market such as AI.

“Siri, like a vanilla politician, wants to offend no one, will not challenge or provoke. So Siri will be seductive of online interactions to talk with Siri like a real person,” Mueller says.

“Siri doesn’t act like a real person. But millions of people are being trained by advertisers and by the seductiveness of online interactions to talk with Siri like a real person,” Mueller says.

“Siri is a commercial product. The people who control Siri want to make money — so they want to entertain you, and they want to get you hooked on their product,” the Jesuit explains. “They want to avoid unpleasant controversy. They don’t want to stir up letters of complaint and protest.”

In this sense, Mueller states that it might be more useful to evaluate S, and similar products as something designed by committee, rather than just as forms of artificial intelligence. Commercial forms of AI should be considered in the context of a consumer society, Mueller adds, where products are deliberately engineered to exploit human tendencies and weaknesses.

“Siri would rather avoid the topic of religion all together … but people are going to ask,” he says. Siri, Alexa or Cortana are not programmed to confront matters of faith in such a way as to induce spiritual reflection the way a human being would.

While digital assistants are in no way called to uphold one religious tradition or the other, it’s important to acknowledge the possible effects of this nondenominational and generic “digital evangelization,” especially on the most young and vulnerable minds.

While Siri and Alexa can be extremely valuable resources and companions, are people actually being trained to defer the most important questions of their lives to machines?

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He adds that given how commercial AI heavily relies on internet searches to provide users with requested information, it translates into ceding one’s own ability to look through the Google search and independently choose the appropriate answer.

“You are relying on Siri and her programmers to make that choice for you,” Mueller says.

In the case of Alexa, the tendency to use AI as a marketing tool is even more apparent. Amazon’s digital assistant is programmed to constantly attempt to fill one’s online cart with products that the user might want to buy.

The theologian and science enthusiast goes on to compare virtual assistants to “the worst of kind of slick televangelist, who preaches a gospel of comfort and prosperity: not a gospel that is designed to challenge you, but designed to get you to feel good and tune in again next week.”

Since AI is, in a certain way, approaching the status of a public utility, some might expect the information it provides to be reliable and honest. But Mueller warns that these digital assistants are in fact not a utility, but products “designed like many social media products to play to your addictive tendencies and make you feel good.”

While digital assistants are in no way called to uphold one religious tradition or the other, it’s important to acknowledge the possible effects of this nondenominational and generic “digital evangelization,” especially on the most young and vulnerable minds.

Since the scriptwriters are virtually anonymous, “Beyond computed and data-derived answers,” Siri can achieve by employing clever programming and good writing.

“Siri doesn’t act like a real person. But millions of people are being trained by advertisers and by the seductiveness of online interactions to talk with Siri like a real person,” Mueller says.

For the theologian, the fact that people, especially young people, would look to AI in order to discuss matters of faith is reflective of a society that values the safety of online interaction more than real relationships.

To demonstrate this, he describes a scene he witnessed at a barbershop where a 4-year-old boy was getting his hair cut and spent the entire time on his device, ignoring the conversation going on around him.
“When I was growing up, going to the barbershop with dad was like a mini vacation for feeling like, Oh! I’m with the men, I’m included talking with the grown-ups,” Mueller explains. “The kid didn’t talk with anyone. He is being trained from a very early age that it’s OK in a social situation to interact with his phone and not with people.”

This scenario has become somewhat of a cliché in First World societies, one that has been made worse as machines progress in their ability to seem more “real.”

A perfect example of AI artfully simulating life is Sophia, a robot created by Hanson Robotics that has made a strong impression, from the World Economic Forum meetings to The Tonight Show Starring Jimmy Fallon, and has even been granted honorary citizenship by Saudi Arabia.

But Sophia — despite her mechanical legs and highly realistic facial features that can imitate hundreds of human expressions — is nothing more than a chatbot designed to answer basic questions and parrot scripted lines for her TV appearances.

The robot has drawn strong criticism from those who believe that Sophia offers a false impression of AI capabilities, creating the illusion of being “basically alive.”

Facebook’s head of AI research, Yann LeCun, recently wrote a tweet condemning “the (human) puppeteers behind Sophia,” and saying “that many people are being deceived into thinking that this (mechanically sophisticated) animatronic puppet is intelligent.”

Previously, the chief scientist at Hanson Robotics, Dr. Ben Goertzel, had criticized Hanson Robotics by stating that Sophia helps draw attention to the developments in AI and especially is key to drawing investments to this area.

Beyond programmers and companies who see in AI the potential to simplify and speed up their processes, there are also those who believe that AI offers an opportunity to achieve certain unmovable principles. Yet, for this precise reason, various experts say, some science-minded individuals are more prone to failing to challenge principles that they believe are immutable as a fantasy, because it’s based on a defective notion of what mental events are,” Hart says.

Referring to the AI technology that is now at our disposal, Ehrman, who is also a biologist, believes that there is no reason why someone would want to ask digital assistants questions about God, if not just to hear the writers’ humorous remarks.

“You might as well ask a Magic 8 Ball!” he says.

Many, including Ehrman, are also skeptical about the future possibility of a self-conscious artificial intelligence, precisely because the human mind is not limited to the neural networks that animate the brain.

All the arguments for consciousness as an emergence from information, from data or from physical systems have been fairly dealt with and soundly defeated by people from all across the spectrum of the philosophy of mind,” says David Hart, a philosophy of mind expert who teaches at Notre Dame.

While the brain might be a computer, the mind certainly isn’t, he explains, and the whole spectrum of autonomous first-person experience, consciousness and intentionality cannot be synthesized into an artificial platform through constellations of data.

“I don’t think that’s even plausible as a fantasy, because it’s based on a defective notion of what mental events are,” Hart says.

“Siri, like a vanilla politician, wants to offend no one, will not challenge or provoke. So Siri will be coy regarding religious questions, to avoid the risk of giving offense.” - Rev. Paul Mueller, S.J.

“Trying to imagine a computational system as conscious, he continues, would be like describing a library as being conscious. The AI systems commonly used today are made with such complexity that they present the impression of having intentionality at times, deceiving users into overestimating their abilities.”

That is tempting to imagine,” Hart says, “but it’s like Narcissus seeing his reflection in the water and imagining that there is someone else there.”

“Narcissus seeing his reflection in a bustaut becomes enamoured of himself. 1776. Artist: W. Blake” - David Hart

FEATURES | ARTIFICIAL INTELLIGENCE

A SENTIENT AI: BETWEEN FANTASY AND REALITY

Beyond programmers and companies who see in AI a powerful marketing strategy, there are others who pursue this field in an effort to actually create a sentient being, one that can in theory even converse with humans on the nature and existence of God. At a speculative level, a truly intelligent form of AI might well be logically inclined to assume the existence of a Creator, perhaps more than any other creature on earth. After all, humans created machines and it would be a rational supposition for an advanced AI to deduce that humans, too, were ‘made.’

Through machines might not be at that level yet, Mueller refuses to dogmatically state that artificially produced entities that act as if they are self-conscious and have interiority are impossible.

“In the future, we might be so smart that we construct a life form that can do all that. At that point, I’m willing to give the benefit of the doubt,” he says, adding, “Who am I to say that God has not ‘zapped’ a soul in there? I’ll rather run the risk of treating something soul-less as ensouled, rather than run the risk of treating something ensouled as soul-less.”

Mueller also states that the belief held by many technologists and programmers — that human intelligence is nothing more than a series of data inputs and elaborations — is actually an obstacle to the creation of a sentient mechanical being.

Starting in the 17th century, following the writings and reflections of French philosopher René Descartes, the Western understanding of the world has shifted from an ‘organic’ and, therefore, variable reality, to an inexorable and predictable ‘mechanical’ one.

This transition proved essential for scientists, who could then perform crucial experiments by presupposing certain unmovable principles. Yet, for this precise reason, various experts say, some science-minded individuals are more prone to failing to challenge principles born from philosophical, metaphysical and epistemological assumptions.

Those in control of science can have such a reductionist, materialistic view of the world that they reduce the fullness of human consciousness and human thought and explain it by reducing it to what a computer does,” says Rev. Terrence Ehrman, C.S.C., assistant director for the Center for Theology, Science and Human Flourishing at Notre Dame.

“My guess it’s the blind leading the blind in a sense,” he adds.

Referring to the AI technology that is now at our disposal, Ehrman, who is also a biologist, believes that there is no reason why someone would want to ask digital assistants questions about God, if not just to hear the writers’ humorous remarks.

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Trying to imagine a computational system as conscious, he continues, would be like describing a library as being conscious. The AI systems commonly used today are made with such complexity that they present the impression of having intentionality at times, deceiving users into overestimating their abilities.”

That is tempting to imagine,” Hart says, “but it’s like Narcissus seeing his reflection in the water and imagining that there is someone else there.”

“For the real danger of AI, according to the scholar, is not that it might acquire consciousness and even decide that it has to eliminate inferior beings, in such a way frequently fantasized in sci-fi movies or novels. The danger arises from the fact that AI lacks an internal dimension, and therefore may be capable of doing things that humans might not be able to predict.

“What makes them dangerous is precisely that they are not conscious, they’re not deliberate, they are algorithmic systems, and if you don’t control the consequences of very complex algorithms, you never know what they’ll generate,” Hart says.

There is also the unfortunate example of what happened when Facebook programmed its chatbots to learn to negotiate. Instead, they learned to lie.

Given the concerns that AI might ential, experts including tech giant Elon Musk and the late astronaut Stephen Hawking believe the government should step in to regulate programmers and companies.

Others, such as Mueller, go as far as to propose a tech equivalent of the Hippocratic oath, where those developing AI promise to use their products and skills to help humanity rather than to exploit human weaknesses for profit.

Hart points to the profound influence that computers and technology have had on human beings and, especially, digital natives. As a professor, he expresses concern toward his students’ struggle in approaching and retaining knowledge as well as distinguishing opinions from facts.

When dealing with existential or religious questions, this becomes even more apparent. People asking Alexa, for example, whether God exists, are deferring complex and introspective questions to machines that are created as virtual, yet lacking analogues of the human brain.

“At this point I think that technology is altering habits of mind in a rather distressing way,” Hart says.

“If there’s a danger in computers, it’s not that they are going to become conscious, but that they’re forcing us to become unconscious.”

“I don’t think that’s even plausible as a fantasy, because it’s based on a defective notion of what mental events are,” Hart says.
TECH GIANTS AND MULTINATIONALS ARE INVESTING HEAVILY IN RENEWABLE ENERGY. HERE’S WHY.
still have a “Hopenhagen” T-shirt hanging in my closet. I picked up the souvenir during the week I was in Copenhagen in December 2009, reporting on the United Nations Climate Change Conference, better known by its U.N. moniker, COP15. There were high hopes surrounding the event, where ministers and heads of state spent a few days in frenetic negotiations about commitments to reduce greenhouse gas emissions and deploy renewable energy technologies. Despite those hopes, the talks broke down into disarray. A handful of world leaders, including then-President Barack Obama, scrambled to salvage a way forward in the conference’s closing hours. Instead of producing a binding global agreement to reduce carbon dioxide emissions, the negotiations resulted in a political declaration recognizing climate change as an urgent global challenge and stating that actions should be taken “to hold the increase in global temperature below a degree Celsius.”

The memory of this well-publicized failure, along with recent political moves to promote coal and impose tariffs on imported solar cells in the United States, might lead you to believe the future of renewable energy is dim. But the reality is quite the opposite, due partly to a massive but somewhat invisible trend: Large corporations, including tech giants and other multinationals, are making big investments in renewable energy technologies. And this corporate renewable energy investment boom, which has largely been a U.S. phenomenon, is about to go global. A virtuous cycle has been set in motion: Affordable clean energy made ambitious corporate renewable energy targets possible; ambitious corporate renewable energy targets are helping to make clean energy even cheaper.

The steep decline in the cost of clean energy has triggered a dizzying succession of record-setting deals. According to GTM Research, the record-low global power purchase agreement (PPA) price for utility-scale solar power has been broken seven times in countries on three continents since the beginning of 2016. In short, clean energy has become cheap energy. Once the favorable trajectory of renewable energy economics became apparent, it didn’t take long for some of the world’s largest companies to act. Google and Apple signed trailblazing renewable energy deals in 2012. Since then, the corporate clean energy market has grown to levels likely to surprise those who don’t follow the industry. In the United States and Mexico alone, companies signed deals for just over 10 gigawatts of renewable energy capacity between 2012 and 2017.

**THE ROAD FROM COPENHAGEN**

Soon after the Copenhagen conference, the United States, China and other nations joined early leaders including Germany and Denmark in investing in solar and wind power plants with the goal of driving down the cost of clean energy and reducing planet-warming pollution. The stimulus passed in the United States amid the Great Recession alone included a $80 billion investment in clean energy. By the end of 2015, China’s annual spending on clean energy hit $100 billion. By the time nearly 200 nations met in Paris to close a global climate deal in December 2015, the energy market had shifted. The cost curve for wind, solar and other renewable energy technologies had plunged. This time, political leaders were confident clean energy was ready to take over, and more than 460 parties submitted, in the arcane U.N. lingo, Intended Nationally Determined Contributions. Think of them as national climate action plans—and a signal to investors that clean energy was the future. Encouraged by the improving economics and nudged by customer expectations, a growing number of major companies are making public clean energy commitments. Seventy-one Fortune 500 companies have a public renewable energy target. As of January 2018, 142 multinational companies had joined RE100, an initiative led by The Climate Group and CDP (formerly the Carbon Disclosure Project) comprising companies that have pledged to source 100 percent of their electricity needs from renewable energy.

More than two dozen members have already achieved 100 percent renewable energy purchasing, primarily through buying renewable energy certificates (RECs). These certificates are a tradable commodity issued when a megawatt-hour of electricity is delivered to the grid from a renewable energy power plant.

**GOOGLE’S ELECTRICITY CONSUMPTION WAS NEARLY EQUAL TO SAN FRANCISCO’S USAGE IN THE SAME YEAR.**

Nearly 90 percent of respondents to a recent RE100 survey cited compelling economics as a major driver to buy clean energy, with 30 out of 74 stating that “renewable electricity was either cost competitive or delivered significant savings on energy bills.”

Purchasing RECs isn’t the same thing as powering operations directly with renewable energy; it means the company bought renewable power in quantities that match its consumption. Here, it’s important to note that big tech companies are also huge consumers of energy; specifically, electricity to power all of the data centers and computing resources.

Consider Google, for example, which achieved the 100 percent renewable milestone in November 2017 when it announced the purchase of nearly 3 gigawatts of renewable energy capacity. The amount was equal to what all of its offices and data centers around the world use on an annual basis, according to a December 2016 Google report.

Google’s electricity consumption in 2003 reached 5.7 terawatt-hours, which was nearly equal to San Francisco’s usage in the same year. “Ensuring that we have a cost-competitive, predictably priced electricity supply is an important part of running our business in a responsible way,” Google said in its report.

The next step in committing to renewable energy is to move beyond purchasing these certificates to actually powering operations with the energy generated by wind or solar technology. Kyle Harrison, corporate energy strategy analyst with Bloomberg New Energy Finance (BNEF), in an interview, said, “We’re expecting [these companies] to transition from purchasing credits to signing long-term agreements for power.” That shift is well under way. Google, Amazon, Facebook, Walmart, T-Mobile, Nike, Anheuser-Busch InBev and AT&T are among the growing number of companies now directly sourcing renewables by signing PPAs for electricity from large wind and solar farms. According to market intelligence firm SNL Energy, corporate PPAs accounted for 50 percent of the wind power PPAs signed in the fourth quarter of 2017.

Companies that have not hit their clean energy targets will be a big source of demand in 2018 and beyond. “We’re expecting more companies to pledge to be 100 percent renewable in the coming years,” said Harrison.

He went on, “In the U.S., if you ask a lot of corporations that have signed these deals already, they’ll say they will continue to sign deals because they want to hit their targets first and foremost—so, there, sustainability is the driver. But, there are a lot of companies that are happy with their deals from an economic standpoint as well.”

**SMALLER BUSINESSES WANT CLEAN ENERGY, TOO**

Research published by Bloomberg New Energy Finance in January offered a comprehensive look at the scale of this booming market. In its inaugural Corporate Energy Market Outlook report, BNEF tracked a total of 5.4 gigawatts of clean energy contracts signed by 45 companies in 10 countries in 2017, an impressive 25 percent increase over 2016.

But most of those deals have been signed by large multinational companies with dedicated clean energy procurement teams. What if you are the CEO of a small- or medium-sized company that wants to move to 100 percent renewable energy, but lacks the resources or in-house expertise to pursue and close complex energy deals?
Energy expert Gianna Bern said that small companies may still be waiting and watching the market evolve. Bern is an associate teaching professor of finance at the Mendoza College of Business and the author of Investing in Energy: A Primer on the Economics of the Energy Industry. "For smaller companies, there could still be issues related to cost," she said. "As costs continue to come down, I think it will be more attractive for them. You also have to keep in perspective: Where are you? What kind of clean energy do you have access to?"

Before coming to the University of Notre Dame, Bern worked on energy project finance in markets all over the world. Based on her experience, she said, "What works in one location may not necessarily work in another. You'll begin to see smaller companies move to what becomes economically available and what solutions are available to them. I think it's going to improve."

Aggregation, or banding together on energy purchases, is an emerging solution for smaller companies. Take the Seattle-based startup LevelTen Energy. In January, the company launched an online PPA marketplace that matches buyers and sellers of renewable energy. The platform aggregates small companies’ requests for clean energy into bids for power from large wind and solar projects offering lower risk and better pricing.

"Smaller companies haven't had the opportunity to take advantage of the economics of scale of a large off-site solar or wind project, so those PPAs are typically higher," said Harrison. "This aggregation model, which allows a bunch of smaller companies to buy a portion of a bigger project, should allow a lot of smaller companies to take advantage of those cheaper prices."

He added, "Having that expertise from a middleman is also going to make it a lot easier for these companies that don't have in-house power teams. You really only see that in some of the largest companies like the Amazons and the Googles. Other companies are going to need this kind of hand-holding or guidance to break into the space."

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**POSSIBLE HEADWINDS**

The last five years have been marked by phenomenal growth in corporate clean energy procurement, but the rate of future growth in the United States could slow if companies aren’t prepared for a mix of recent and long-term challenges.

The Republican tax bill signed by President Donald Trump in December 2017 included a substantial reduction in the corporate tax rate, from 35 percent to 21 percent. That shift could imperil one of the primary tools renewable energy project developers have relied upon to finance projects: tax equity. The tax equity market accounts for about half of the finance for wind and solar projects.

Skilled tax equity providers’ ability to monetize the production and investment tax credits," said Eilers.

The Trump administration’s new tariffs on imported solar cells and modules are another factor that could blunt solar deployment over the next several years. The tariffs start at 30 percent and step down by 5 percent annually to 15 percent by year four. The tariffs are intended to support U.S. solar manufacturers against foreign competitors, particularly those from China, where the government had, according to the U.S. trade representative, “used state incentives, subsidies, and tariffs to dominate the global supply chain.” But, by increasing the cost of a key component in solar projects, the tariffs could reduce U.S. solar installations by 11 percent through 2022, according to GTM Research.

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**SMALL COMPANIES MAY STILL BE WAITING AND WATCHING THE MARKET EVOLVE.**

Congress has used federal tax credits to incentivize inventors and developers to build renewable energy projects. The credits take the form of either an investment tax credit (ITC) assessed against the total project cost or a production tax credit (PTC) paid for each kilowatt-hour of electricity fed to the grid.

The wrinkle: To claim the credits, the company must have taxable income. If you’re building a renewable project and you don’t yourself have taxable income, then you have to figure out a way to monetize that production or investment tax credit,“ said Eilers (ND ’90, ’99), managing director at investment management firm BlackRock, said in an interview.

Developers have looked to third parties with billions in annual tax liability — typically large banks such as JPMorgan Chase or Citigroup — to partner on projects. "The banks can purchase the tax credits from a renewable developer and offset their taxable income expense on an annual basis," said Eilers.

With the corporate tax rate slashed by 40 percent, big banks may not be such active players in the tax equity market going forward.

"The drop in the corporate tax rates from 35 percent down to 21 percent will lower the taxable income base of a lot of the tax equity providers, which will shrink these tax equity providers’ ability to monetize the production and investment tax credits," said Eilers.

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**THE MARKET IS READY TO RAMP UP OUTSIDE THE UNITED STATES...**

A long-term consideration for executives looking to buy clean energy is a lack of transmission lines connecting large wind and solar projects to population centers and manufacturing facilities. In a recent interview with Bloomberg Environment, Rob Threlkeld, GM’s global manager of renewable energy, called on regional transmission organizations and federal agencies in the United States to account for future corporate clean energy demand in their transmission development plans.

"Electricity that is both cost-effective and clean is one of the determining factors that goes into any new investment or expansion," said Threlkeld. GM, an RE100 member, has pledged to operate on 100 percent renewable electricity by 2050. “For us to continue to find projects that fit our needs … we need to be able to interconnect those assets to a grid.”

**THE CORPORATE CLEAN ENERGY INVESTMENT BOOM GOES GLOBAL**

Even if these challenges crimp U.S. corporate clean energy investment, expect any slowdown to be brief. The business case for renewables is too strong, “in many markets in the United States,” said BlackRock’s Eilers. “Solar and wind are now cost competitive, even without the PTC or ITC. The grid is transitioning to wind and solar intermittency (due to the variability of wind and sun) resources coupled with natural gas firm (available on demand) resources. Wind and solar are zero-marginal cost and natural gas is more economic in today’s $3-per-gallon gas price environment than coal and nuclear generation facilities.”

And the market is ready to ramp up outside the United States, too in part because U.S.-based multinationals are now looking to buy clean energy overseas.

As part of the Dutch Wind Consortium, Google and its partners, AkerSolutions, DSME and Philips, jointly negotiated PPAs with two wind farms in the Netherlands in 2016. In December 2017, a group of multinational companies, including Google, Amazon, Microsoft, Unilever and IKEA, issued a joint declaration urging European Union member states to support a renewable energy target of at least 35 percent by 2030 and to back corporate renewable PPAs.

“Large companies — the Amazons and Googles of the world — that do have very large facilities, for them it does make good business sense to procure their own energy,” observed Mendoza’s Gianna Bern. “For large companies that are running large plants in many parts of the world, the time has come for them where they can be large energy purchasers in the utility market.”
A decade ago, Viva Bartkus, associate professor of Management & Organization at Mendoza, launched the Notre Dame MBA course Business on the Frontlines (BOTFL) with a unique vision: to examine how to harness the dynamics of business to rebuild war-torn societies as a means of bringing about peace.

BOTFL teams study a problem presented by an outside partner, such as an international humanitarian organization or multinational corporation. In the spring, they fan out across the world to conduct fieldwork, meeting with everyone from government leaders to street vendors.

Here’s a look back at a few of the milestones.

The BOTFL projects suggest that business represents a significant untapped resource to build security. Leading scholars have shown how poverty and hopelessness create the underlying conditions for conflict, while economic growth diminishes the threat of war. Business provides an inherent stabilizing force:

- Large-scale economic activity absorbs disenfranchised young men who may otherwise gravitate toward violence in the absence of other viable opportunities.
- Thriving businesses and markets provide the opportunity to build networks, norms and trust among members of previously warring tribes, and ethnic and religious groups.
- Business provides the safe haven to develop social capital among members of different communities, which provides the glue to hold societies together when the triggers of violence occur.

Challenges

By one estimate, thousands now earn livelihoods as a result of BOTFL projects in the field. Here are a few of the diverse challenges that BOTFL teams have tackled:

- Agriculture is often the key industry in developing countries, but challenges abound.
- Education, especially of women, is a thorny problem due to long-held prejudices and scarce resources.
- Energy is critical to development, but a reliable electricity grid often doesn’t exist.
- Employment — a steady job offering a living wage — is foundational to building a stable society.
- Health and Nutrition are global concerns affecting millions, now and for generations to come.

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- Health and Nutrition are global concerns affecting millions, now and for generations to come.
Conflict can take many forms — decades-long wars, sudden uprisings, drug-related gang violence, even natural disasters such as earthquakes and tsunamis. But one commonality is that conflict almost always destroys business activity along with a stable society. And it can be a long climb back to peace.

BOTFL has traveled the world over, sometimes visiting multiple locations in the same country, to develop recommendations for partners about generating business to address complex problems in conflict’s wake.

“THE EXPERIENCE OF WORKING WITH A COLLABORATIVE TEAM AND OVERSEAS PARTNERS IS ONE OF THE HALLMARKS OF MY MBA EXPERIENCE.”

Doug McCallum (MBA ’16)
After the astonishing cases of fraud at major companies such as Enron and Arthur Andersen came to light in the early 2000s, business schools were widely criticized for not providing a robust ethics education to business school students. We find ourselves under the microscope again, as the public has been regaled almost daily in recent months with stories of inappropriate sexual conduct at organizations as diverse as the Weinstein Co., Fidelity, NPR, Uber, Harrah’s and The Humane Society.

Laying responsibility for sexual harassment in organizations at the feet of business schools may seem unreasonable. After all, business disciplines are hardly the only ones funnelling students into workplaces, and the allegations are coming in from all sectors.

However, scholars in my field of management do bear a particular responsibility here. We produce much of the research on sexual harassment and often counsel organizations on such issues. We are, thus, in a unique position to educate our students about this topic and to lead the dissemination of best practices in teaching sexual harassment to students across the university, regardless of discipline.

Yet, we are not realizing this potential. My recent conversations with management, ethics and business law professors — many of whom have devoted their careers to studying topics related to organizational equity — have revealed that most cover sexual harassment very little. Education is usually limited to very brief instruction on employment discrimination law.

What students need to know about sexual harassment is integral to a host of topics future managers need to learn, including organizational culture, human resources systems, leadership and self-management. If anything, establishing how these factors are linked to sexual harassment could better ground the concepts.

Moreover, it may spark student interest. #MeToo has captured their attention.

Finally, organizations are now setting higher standards of accountability. Students’ career success is, more than ever, affected by their ability to navigate the complex rules regarding gender and sex in the workplace.

Our students are future managers.

We need to teach the topic of sexual harassment in a different way.
WHAT STUDENTS NEED TO KNOW ABOUT SEXUAL HARASSMENT IS INTEGRAL TO A HOST OF TOPICS FUTURE MANAGERS NEED TO LEARN.

THREE KEY AREAS

There are three key areas beyond federal statutes in which I believe management teaching can address the many questions — and some misconceptions — that have arisen in our recent national conversation.

No 1
Defining Sexual Harassment

Many people are confused about what sexual harassment even entails. The legal definition of sexual harassment encompasses sex-related behavior that threatens an employee’s work status, hinders performance or creates a hostile work environment. This is true regardless of the victims' gender. However, regardless of how legal experts see it, employees’ own perceptions of having been harassed are a more critical determinant of personal and organizational outcomes. Students need to examine multiple cases involving concerns over sexual misconduct in order to gain confidence that they can recognize not only egregious cases, but also navigate the gray areas in which norms are not well-established or consistently maintained.

No 2
Organizational Costs

Despite the emphasis on legal liability in textbooks, the probability of any given organization incurring substantial costs from sexual harassment grievances is fairly low. Substantial numbers of women and men report having experienced sexually harassing behavior, but few file complaints. In addition, only about one-fourth of charges filed federally are decided in favor of the charging party, and monetary settlements tend to be small. Clearly, there are public relations costs, if not legal costs, when victims do come forward. But it may be the behaviors that are not reported or disciplined that impose greater costs on organizations. Ample research shows that workplace mistreatment in general — and sexual harassment in particular — compromise the well-being and productivity of both victims and their co-workers. Given the potential costs, students should recognize that managers have a fiduciary duty to eliminate harassment.

No 3
Leadership, Culture and Policy

Students should become versed in the policies and processes known to prevent sexual harassment and protect employees and organizations from its impacts. Not surprisingly, leadership is critical. It begins with upper-level managers strongly signaling their commitment to an inclusive culture. Other measures include training, safe reporting mechanisms, and fair and methodical procedures for investigating and handling reports.

It’s simple enough to know what knowledge to convey to students about sexual harassment. However, Emily Chang’s recent book Brotopia documents a widespread concern among female entrepreneurs about how accepting invitations to sex parties at the homes of Silicon Valley investors will affect their chances of being funded. This would not likely qualify as sexual harassment under the law, and one can debate whether issuing such invitations is coercive. Yet, it is clearly unwise to ignore the moral and career implications for students who might find themselves in that world.

MORAL PERSPECTIVE

As a female professor deeply familiar with and outspoken about the substantial evidence of gender bias in the workplace, I’m concerned about being perceived as hostile to men, an apprehension that other female professors have shared with me. Personal experiences and research lend credence to our concerns. There is empirical evidence that people tend to feel hostility toward white women, as well as male and female racial minorities, who advocate for diversity. Furthermore, there are ubiquitous accusations that academics seek to politically indoctrinate students. And, on a daily basis, women who speak out about sexual harassment are trolled and threatened.

Such extreme scenarios are unlikely. But the risks, even simply in the form of reputational damage and slight decrements in student evaluations, are enough to give me pause. It is akin, I imagine, to reports of growing worries among men that working closely with women places them in danger of being accused of sexual misconduct.

Groping by one’s boss is an obvious violation. However, Emily Chang’s recent book Brotopia documents a widespread concern among female entrepreneurs about how accepting invitations to sex parties at the homes of Silicon Valley investors will affect their chances of being funded. This would not likely qualify as sexual harassment under the law, and one can debate whether issuing such invitations is coercive. Yet, it is clearly unwise to ignore the moral and career implications for students who might find themselves in that world.

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We are all on shaky ground here. This is a conversation we’ve not used to having, a problem that has fostered and, now, exploded.

When I’m uncertain about raising morally tinged management issues, one thing I do is remind myself of Notre Dame’s mission to “cultivate in its students not only an appreciation for the great achievements of human beings, but also a disciplined sensibility to the poverty, injustice and oppression that burden the lives of so many” and “to create a sense of human solidarity and concern for the common good that will bear fruit as learning becomes service to justice.” The mission statement also counsels us to achieve this aim by fostering inquiry, an ability that I routinely emphasize in my classroom.

I ROUTINELY TEACH THESE CRITICAL THINKING SKILLS AND WILL, AS ALWAYS, CALL THEM TO THE FORE WHEN TEACHING ABOUT SEXUAL HARASSMENT.

I do bring a moral perspective to my teaching, which I believe is consonant with the mission of Mendoza. However, I am not fond of arguing politics, and ample research shows that changing attitudes this way is a fools errand. Moreover, there is at least a kernel of value in most people’s perspectives. We benefit from and amplify that value when we inquire respectfully and amplify that value when we inquire respectfully into our own and other’s thinking.

In doing so, we can sharpen our ability to surface assumptions, to assess the basis of our beliefs and to gather quality evidence. In doing so, we gain humility. We are unafraid to relentlessly question ourselves. I routinely teach these critical thinking skills and will, as always, call them to the fore when teaching about sexual harassment.

I hope that both male and female professors will make it routine to talk about sexual harassment and begin revising syllabi and creating new courses to address the issue. In this way, via the knowledge our students take with them into organizations, Mendoza and other business schools may help to shape a climate of respect for human dignity and, more broadly, increase society’s capacity to hold constructive conversations about the issues of our day.
III. FAMILY

Erin’s Choice
Erin Barnes ’10 traded her corporate job for caregiving. Twice.

“Daddy Bill”
Bill Rossiter ’86

Right Next to Godliness
Jeff Burke ’97

Travels with Andy
Andy Wendelborn ’12 ’99

Thinking about Pontius Pilate
Lawrence S. Cunningham

From Finance to Foodstuff
Rob McColgan ’02

Equal Parts Hope and Learning
Joe Holt

Class Notes

If I Ruled the World
Banish the word!

Spotlight
Grant Hammann ’18
2010 ALUMNA ERIN BARNES TRADED THE CORPORATE FAST TRACK FOR FULL-TIME CAREGIVING. TWICE.

There are moments in life that transform everything that matters.

For Erin Barnes (MARK ’10), that moment came during an ordinary Tuesday night milkshake run in May 2010. It was a much-needed, take-it-easy evening with her friends amid the last hurrah of Senior Week. In a few short days, they’d all be Notre Dame graduates, heading in different directions. Barnes had a sales job lined up with Campbell’s Soup, where she would be responsible for a hundred grocery stores from Chicago to Milwaukee. But on the way to the fast-food drive-thru, Barnes’ cell phone rang. Her mother, Brenda, had been rushed to the hospital after suffering a devastating hemorrhagic stroke.

The story doesn’t begin here, though, as a team prepped Brenda for surgery for the bleeding in her brain. It doesn’t begin as Barnes, in an emotional blur, raced the 120 miles home to a Chicago suburb. Nor does this story commence as Barnes and her two brothers spent long weeks holding vigil in the ICU, waiting for the swelling in Brenda’s brain to subside, waiting to see if she would even awaken from her medically induced coma.

This story actually begins years earlier — 1997, to be exact. Barnes was 9 years old; her brothers, Jeff and Brian were 10 and 7. Brenda, who has invested more than 20 years in her career, was the first female president and CEO of Pepsi-Cola North America. As such, there’s many a woman in a business suit hoping that high-profile successes such as Brenda’s would lead to more corporate leadership opportunities for all women.

Brenda, though, believed she was missing important parts of her children’s lives that she couldn’t get back. In her journal, she wrote that there was no good time to pause her career. The pull of family won out.

To Brenda’s surprise, her resignation from Pepsi made international news headlines and triggered a raging debate about whether women can have both career and family. “My mom would get so bothered by women attacking other women for either working or staying at home,” Barnes says. “She felt like this was a ridiculous debate when women should instead be supporting each other.”

Brenda, though, was at peace with her decision. “She’d say, ‘There are only 24 hours in a day, seven days a week. Make your choices and then be comfortable with them,’” Barnes recalls.

In the wake of Brenda’s stroke, Barnes took this rationale to heart in weighing her own decision about career and family.

Brenda pulled through, although the damage was significant. She had to relearn how to sit up, balance, walk, eat, brush her teeth. While she didn’t lose the ability to speak, she had to work extensively with a speech therapist to pronounce words and sometimes to find the right one.

At the time of her stroke, Brenda was chairman and CEO of Sara Lee, a massive holding company that Brenda restructured to focus on food and beverages. She was known as an involved executive who walked the halls and knew employees’ names. She resigned the post to focus on her recovery.

“My mom would get so bothered by women attacking other women for either working or staying at home.”

As Brenda became stable enough to move to a rehab hospital in Chicago, Barnes, who had barely left her side, started her new job with Campbell’s. Unlike the hospital, where the family had been able to stay with Brenda day and night, the rehab facility had specific visiting hours. Barnes, on the road all day visiting the stores in her region, found that often she got back too late to see her mother. At the same time, the family started to realize what the road ahead looks like.

“It was going to be a loooooooong long-term recovery,” Barnes says.

In a decision reminiscent of the one Brenda had made years earlier, Barnes decided to leave her new job to take care of her mother full time. When she told Brenda, her mother broke down in tears.
A few years later, the two participated on a panel for Fortune. “My mom said, ‘You don’t ever want your kids to give up things for you.’” Barnes remembers. “But you would hope that if you raised them the right way, that, of course, they would be there for you in your time of need.”

The family had more than the usual fear that Brenda could have another stroke. Doctors discovered she had a rare condition that made her prone to brain bleeds. When Brenda was finally released to go home, Barnes didn’t leave her side. She even slept with her. “It was like a mother bringing home a new infant, but terrified that the infant was going to die in the middle of the night,” she says. “I would stick my finger under her nose to make sure she was still breathing.”

“I stayed home with her for a year,” Barnes adds. “It was an extremely challenging year, but definitely the best decision I’ve ever made. I helped her get through what was a very, very hard recovery. She could not do anything on her own. Anything. Her life changed with the flip of a switch.”

Brenda had been paralyzed on the left side of her body, which left her with mobility issues and at risk for falling. She had to have someone with her at all times. “My mom would always joke, ‘You know you’re too close with your daughter when ... ’ and then she would say any number of the things that you have to do in private that you don’t want people to help you with,” Barnes says. “You lose all modesty. You have to have someone shower you and dress you and do private things for you. It probably brought us closer than people should be with their kids.”

Around the time that a year had gone by, a recruiter reached out to Barnes, inviting her to an interview for a position as an account executive with an advertising agency in Chicago. “I didn’t feel ready, but my mom said, ‘I’ll be OK. You’ve got to get back to your life,’” says Barnes. When she went to the interview, she brought Brenda with her to sit in the car in the parking garage because she couldn’t leave her by herself.

Later, when Barnes was offered the job, she got off the phone and burst into tears. “I didn’t want to leave her. I didn’t feel ready. It’s probably what every mom feels like going back to work and not wanting to leave her baby. But my baby was very sick, so it was very hard,” she says. “Fortunately, my aunt stepped in and cared for my mom, so that we always had family with her, which was the biggest blessing.” At that point, Barnes was only 22 years old, but her life was very different, and had very different priorities, from most of her peers — a fact driven home by the expectations of her new job. “There’s pressure when you’re young that you should be the one at the office the longest. You don’t have kids to go home to, so why would you leave early?” she says. “I lived in downtown Chicago during the week, but I would tell my team, ‘Whatever is happening on Friday, I’m leaving at five to drive home to the suburbs to care for my mom. If I need to reconnect when I get there, I’ll do that.’”

Over time, Barnes found herself struggling with other aspects of her professional life. “Folks treated our work like it was life and death, and while I certainly had a good understanding of how important business performance is, and that it ultimately affects people’s jobs, and pay and performance — it’s not life and death,” she says. “It’s not that Barnes didn’t have respect for business; her perspective had changed. ‘I just didn’t feel as connected to the work because I had something so much more serious going on in my life,’ she says. ‘I’m a very hard worker; I want to make a difference. But I also think, given my experience of seeing what happened to my mom, I have a different set of values and a little bit of a need for a work-life balance. And that lesson happened a lot earlier in life for me than it does for a lot of people.’”

“YOU DON’T EVER WANT YOUR KIDS TO GIVE UP THINGS FOR YOU. BUT YOU WOULD HOPE THAT IF YOU RAISED THEM THE RIGHT WAY, THAT, OF COURSE, THEY WOULD BE THERE FOR YOU IN YOUR TIME OF NEED.”

Brenda Barnes

“AS HARD AS IT WAS, THAT WAS MY FAVORITE TIME, TO SPEND THAT MUCH TIME WITH HER.”

Eric Barnes

Ultimately, Barnes decided to make a radical career change from advertising to nursing. She learned from caring for her mother that she loved taking care of others and that she did very well navigating the medical world. Still, she says, her decision to pursue nursing was “a bit of a leap of faith.” She enrolled at Seattle Pacific University in Washington state to earn her Bachelor of Science in nursing and specialize in the care of the tiniest, neediest patients. She now works in the Level IV Neonatal Intensive Care Unit (NICU) of Tacoma General Hospital.

“Level IV is the highest-acute NICU. We take care of kids born as early as 22 weeks gestational age. We care for children with congenital abnormalities, conditions requiring surgeries, full-term kids who have experienced birth injuries, or any newborns requiring additional care,” she points out. “It can be a very challenging and emotional job, but it is also a wonderful opportunity to get to know these patients and families over the weeks to months they spend with us.”

More than a year ago, in the middle of the night, Brenda suffered a cataclysmic brain bleed. She never regained consciousness, dying two days later at the age of 63.

A small comfort to Barnes is that she happened to speak to her mother three times on the day of that last bleed — lighthearted conversations about little things that happened that day.

Looking back to her decision in 2010 to put her career on hold and care for her mother, Barnes has no regrets. “We had a wonderful year together. It changed my life. It was a privilege to be there for that time,” says Barnes. “As hard as it was, that was my favorite time, to spend that much time with her. Looking back on what I did, my feelings is if your heart is in the decision, you’re never going to regret it.”

And then she adds a final, remarkable, thought. “Really,” she says, “my mom was my favorite part of my life.”

SALT & LIGHT is a continuing series featuring faculty, staff, students and alumni who live out Christ’s charge to make a difference in the world. See bizmagazine.nd.edu for additional profiles.

“You are the salt of the earth...You are the light of the world...” Matthew 5:13-16
IN THE PAST 11 YEARS, 30 FOSTER CHILDREN HAVE FOUND REFUGE WITH THE ROSSITERS.

In 2004, Bill Rossiter’s (MARK ’86) youngest child, Samantha, was diagnosed with leukemia. She was 7 at the time. She recovered after two years in treatment, but the experience transformed the Rossiter family.

At the time, Rossiter’s job as an Owens Corning marketing executive involved constant travel. The emotional toll of Samantha’s illness led him to rethink his time on the road. He left Owens Corning in 2007 to run his own marketing firm, Interrupt, so that he could spend more time at home with his wife Susan and four children — Andrew, Zachary, Mitchell, and Samantha.

“I wasn’t there for my family, and I knew I needed to change something in my life,” Rossiter says.

He and Susan wanted to take back control of their lives. “And we decided, OK, we also need to start spending time giving back to the community,” he said.

The couple dusted off a plan they’d agreed on more than two decades earlier.

ROSSITER BELIEVES THAT HIS OWN FAMILY’S EXPERIENCE — A VIRTUOUS CYCLE OF LOVE FREELY GIVEN — IS MUCH MORE THE RULE THAN THE EXCEPTION.

In 1985, when they were juniors in college — Bill at Notre Dame, Susan at Saint Mary’s College — they took a child development course together. They were engaged, and they talked about foster parenting as a way they could make a difference someday. That “someday” had arrived.

After 40 hours of classes and some upgrades to their home, the Rossiters were certified. Now, 11 years later, they’ve fostered 30 children. They typically host one or two at a time, and the children stay with them for a year to 24 months, on average.

Their first foster children were two African American siblings. One was just a month old, the other was 4. The Rossiters hadn’t had a baby in their home for years. There were many long nights spent in a rocking chair.

As they went along, they learned how to do everything from braiding hair to helping them through the challenges of adjusting to a new school.

Negative stereotypes about foster parenting have been another challenge. “People look at you differently,” Rossiter says. “Not everyone is accepting. Sometimes you get weird looks.”

But the journey has been primarily a compassion for some of the youngest and most vulnerable among us who desperately need people to care. Samantha was closest in age and spent the most time with the children, so she became like a big sister to many of them. She’s in college now, studying sociology and child psychology with the intention of pursuing social work.

All four of his kids have been impacted positively by the experience, says Rossiter. “I feel like our biological kids got just as much out of it as the kids we fostered.”

The influence flows both ways, naturally. The Rossiters first two foster children spent two years with the family. They still visit regularly and spend some holidays with them, and they still call them “Mama Sue” and “Daddy Bill” — a name that “will be on my tombstone,” Rossiter says, because so many people over the years have come to know him that way. The older sister, now a teen, hopes to go to art school.

When it comes to fostering, Rossiter says it is often the negative stories that make the news. But he believes that his own family’s experience — a virtuous cycle of love freely given — is much more the rule than the exception.

“Don’t let things you have in your head, or stereotypes, get in the way,” he says. “There are millions of kids in the foster care system, and they need somebody to love them and give them life lessons. And if you give them an open bed and an open heart, that’s all they need. It’s really that simple.”

“BRANDING” CAN SUGGEST SOMETHING SUPERFICIAL, BUT FOR ROSSITER, IT MEANS FINDING AND GROUNDING YOURSELF IN A GREATER CAUSE.

Rossiter also mentors young people through teaching. Interrupt is based in northwestern Ohio near Toledo, so he’s able to return regularly to Mendoza to teach MBA and undergraduate courses in branding and marketing. He is also a judge for the annual McCloskey New Ventures Competition.

“Branding” can suggest something superficial, but for Rossiter, it means finding and grounding yourself in a greater cause. He speaks from experience.

“Every time I teach a branding course, I say that it’s not about the product. It’s not about the logo. It’s about the cause. It’s about the benefit. It’s about the brand’s impact on the world.”

By Theo Anderson
I made flesh.” “All things came to be through him” and radically personal and relational, because John’s Gospel mind of God, that sustains Creation and makes it Christian tradition means the Word of God, or the of something called the Divine Logos, which in the world that can help us distinguish patterns from is based on the premise that there is order in the flying everywhere. throws data analytics into the mix. Numbers are to pursue “the religious dimensions of all human learning.” of creation.

I try to be mindful that teaching and research done right is an incoherence with the Divine Logos. Any authentic cognitive exercise — accounting, data analysis, whatever — is a form of obedience to God, a re-thinking of something that God originally thought into being. Catholic intellectuals such as Joseph Ratzinger (Pope Benedict XVI) and Bishop Robert Barron have advanced these ideas, and I’d like my students to consider them.

Jeff Burks’ data analytics class is intended for junior and senior accountancy majors — future decision-makers and strategists who are preparing for careers in an ever-changing information age. But as the associate professor of accountancy prepares to teach, he has more on his mind than methodology. He’s thinking about God. He sees no dilemma that place accounts in the business school and spiritual matters in theology courses. Burks draws from Catholic intellectual and social teaching traditions to help his students understand how accounting as a discipline fits into God’s plan of creation. The result is a course in step with Notre Dame’s mission to pursue “the religious dimensions of all human learning.”

COOPERATION WITH THE DIVINE LOGOS.

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“TEACHING AND RESEARCH DONE RIGHT IS A COOPERATION WITH THE DIVINE LOGOS.”

I start the semester with two readings that have contrasting views on man’s relationship with nature. The first emphasizes man’s power over nature, similar to the Enlightenment philosophies of Bacon, Descartes and Kant; the second reading is based on Catholic Social Teaching and emphasizes man’s cooperation with nature. The first piece is the introduction to the book Against the Gods by Peter Bernstein, which traces the history of probability and statistics — the basis for what we call “risk management” in the business world. God is unmentioned in Bernstein’s account of history. Reading between the lines, God seems remote and even ill-willed in His design of the world. The book portrays nature as the enemy and man as nature’s hapless and ignorant victim — that is, until man gains mastery and imposes his will on nature through statistical and quantitative analysis. That’s the “power over nature” reading. The other reading — the “cooperation with nature” piece — is a sampler of passages that discuss technology, information and the nature of labor from the Church’s social encyclicals. The passages emphasize Creation as a gift from God, the marvelous order in nature, man’s ability to appreciate that order and labor as a gift from God, the marvelous order in nature, man’s ability to appreciate that order and labor as a gift from God, the marvelous order in nature.

I start the semester with these themes and revisit them here and there as they are sparked by other course topics or readings. For example, the Central Limit Theorem — the phenomenon that aggregations of independent random variables tend toward normal distributions — is a great example of the marvelous order embedded in nature. Do all my students embrace this approach? No. Many take the two reflection assignments to heart. But there are usually a few who tell me in their end-of-semester evaluations, “This has no place in an accounting course. It’s a waste of time.”

But I think it’s the right approach, especially considering we are, after all, part of the University of Notre Dame. As the mission states, it’s our obligation to pursue “the religious dimensions of all human learning,” not just theology and philosophy, not just history, but all human learning, even the business disciplines. I don’t expect students to agree, so I’m there to propose. I don’t even require them to take a position.

I do hope they see their studies and their future labor — the practice of accounting — as participation in the continuing work of Creation and as a way of discovering the hidden resources and values contained in Creation. I tell them that even if you have planted a seed. Overall, I want them to understand that their faith is not something to be compartmentalized. It’s not just what you do on Sunday. It gives meaning, direction and unity to your life.
TRAVELS WITH ANDY

FOR ANDY WENDELBORN (MBA ‘12, ’90), TRAVELING IS ABOUT LEAVING COMFORT ZONES.

Andy Wendelborn gives his luggage a workout, no doubt about it. He’s tested the merits of his travel bags, backpacks and suitcases through 39 U.S. states, five Canadian provinces, two Mexican states, three South American countries and seven European nations. Germany is already on the books for this summer.

Wendelborn is an associate director for student services in Mendoza’s Graduate Business Programs. His job involves assisting students with everything from coursework to international travel. But Wendelborn is probably best known within the Notre Dame community for his outsized passions — for causes, for making connections and above all, for travel. He has an enviable talent for just going and finding the time and budget to make it happen.

His Facebook news feed resembles a travelogue. Here he is at the Wisconsin State Fair eating some ridiculous sandwich; there he is taking guests on a whirlwind tour of Lake Michigan community haunts. Then he’s taking his mother and grandmother to Chile, a whirlwind tour of Lake Michigan community haunts. Although the family-run inn in Nova Scotia initially looked a lot like the infamous Bates Motel of “Psycho” fame, he says, “I was so excited to go back a second time. There’s so much out there to learn and see.”

“Physiologically, traveling is like exercise for the brain,” he adds. “If you consider the brain as an organ that’s constantly building new connections, you can almost feel your brain growing when you go on these trips. You’re learning and seeing new things. When you come back, all of that helps you have a better awareness of people and the human condition.”

Last summer, Wendelborn traveled with a friend to Prince Edward Island in Canada. He travels frugally, which often has the side benefit of affording real glimpses into life in the community. Although the family-run inn in Nova Scotia initially looked a lot like the infamous Bates Motel of “Psycho” fame, he says, “Actually, it was the quintessential little place. We had a seaside view. We saw the fog roll in at night.”

Wendelborn has some tricks up his sleeve for getting more travel bang for your buck. One is to dig deeper than the mainstream travel websites to find bargain accommodations. “They’re usually family run and close to what you want to see,” he says. They often have the added benefit of being more enganged in to local life.

But for all the places he’s been and things he’s seen, Wendelborn’s signature is to leave something iconic for the next time he visits. In Nova Scotia, for instance, he skipped the musically rich Cape Breton region. And he’s looking forward to one day returning to London, where his traveling life began. “I never went to Westminster Abbey. But I definitely want to go next time I’m there,” he says. “Travel changes your perspective on a lot of things. I wish everybody everywhere has an opportunity to travel outside their comfort zone at some point.”

“The foods they eat, the things they do might be different from what we’re used to. But it’s not weird — because there’s a heck of a lot of people that do that normally every day. That’s probably the single most important thing that I took away from that first trip.”

This spring, Wendelborn again led a group to China where they visited businesses in Beijing and Shanghai and were briefed on the economic climate at the U.S. Embassy. They squeezed in tours of the Great Wall, the Forbidden City and the emperor’s summer palace. For Wendelborn, this time around was like reconnecting with an old friend. “I was so excited to go back a second time. There’s so much out there to learn and see,” he says.

By Sally Ann Flecker
For nearly two millennia, the Christian creeds affirmed that Jesus “suffered under Pontius Pilate.” It has always struck me as odd that, apart from the Virgin Mary, this undistinguished Roman functionary should be the only human being who is remembered by name.

According to many non-Christian sources (he was discussed by Roman historian Tacitus and the Romano-Jewish historian Flavius Josephus), Pilate was either corrupt or incompetent, and ended his days in Rome under disgrace. The only record of him in Jerusalem is a limestone plinth discovered in 1961 that mentions him by name.

In the New Testament passion narratives, Pilate played a crucial role, since he is called upon to adjudge Jesus based on charges brought by the Sanhedrin. It is clear that the Gospel writers thought that Pilate was reluctant to condemn Jesus on the face of the facts. But it is equally clear that he had no qualms about doing so in order to keep peace in the community during the volatile days of the Jerusalem Passover season.

After all, Pilate had two critical tasks as a Roman administrator: collect taxes and keep his captive population in check. All of the Gospels record dialogues between Jesus and Pilate, as well as Pilate encountering the crowd outside his headquarters. In the end, Pilate literally washed his hands of the drama, despite his wife’s warning that in a dream she feared Jesus would come back and exile her. She imagined him calling for a pitcher and ewer even as he surrenders Jesus. We can see his cynicism when he asks Jesus, “What is truth?”

Which, then, brings us back to the question: Why is the name of Pontius Pilate mentioned in the ancient creeds, and still known to this day?

It seems so — what is the word? — unworthy to be immortalized in the Christian memory. In the final analysis, it seems there is a profoundly theological explanation. The name of Pontius Pilate reminds us forcefully and precisely that the events of the life of Jesus were real events that happened in human history. The Jesus story did not occur “once upon a time” or “way back when.” The passion of Jesus occurred when there was a Roman procurator named Pontius Pilate.

Of course, the New Testament story of Pilate is highly dramatic. We have the encounter between Jesus and the Roman procurator; we see Pilate offering a deal to the angry crowd: Jesus or Barabbas? We can imagine him calling for a pitcher and ewer even as he surrenders Jesus. We can see his hypocrisy when he asks Jesus, “What is truth?”

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The passion of Jesus occurred when there was a Roman procurator named Pontius Pilate and his life was recorded with discernible dates.

These dual convictions were derived from the gnostic belief that it was unworthy of divinity to be truly implicated in the materiality of flesh. In this view, Christ was at a minimum an angelic figure or a spirit, who possessed the secret knowledge (gnosis) that brought salvation by teaching the faithful a way of spiritual ascent. No gnostic would affirm the contention of the Gospel of John that the “Word became flesh and dwelt among us” (John 1:14). The simple addition of the name of Pontius Pilate, as unworthy in his own right as he may be, is a reminder that Jesus was born, lived, truly suffered, died on the cross and rose again — not in myth or legend, but in the dusty backwaters of the Roman Empire while an administrator named Pontius Pilate wielded the power of the emperor.

Pilate was an ironic figure, but he did not know it. When he famously asked Jesus, “What is truth?” the answer he received was, “Truth is standing before you.” Christianity stands or falls on that answer.
FROM FINANCE TO FOODSTUFF

ROB McCOLGAN (FIN ’02) OPENS A FAST-CASUAL EATERY IN THE NEW DUNCAN CENTER.

Back in 2008, Rob McColgan was a Wall Street guy who couldn’t cook. A decade later, he opened his 29th restaurant location on the campus of his alma mater. The story of how McColgan went from the finance world to the fast-casual dining scene began when his childhood buddy Anthony Pigliacampo, a food services consultant for IDEO, approached him with a startup idea.

“A lot of people start a restaurant because they love cooking, but they don’t understand the business end,” said McColgan. “What I have found is that restaurants are not any harder than any other business. It’s about understanding your product and guests, and adapting and changing, and always trying to get better. Those principles apply to whatever you want to do.”

RESTAURANTS ARE NOT ANY HARDER THAN ANY OTHER BUSINESS.

McColgan and Pigliacampo selected Boulder, Colorado, as the place to launch their affordable, from-scratch, farm-fresh dining concept. They entered Mendoza’s 2009 McCloskey Business Plan Competition, winning $25,000, which became part of their seed money. They called their restaurant Modmarket, which became Modern Market in 2015.

“Colorado certainly offered a lot in the way of lifestyle, with all of the outdoor activities, but the biggest business reason had to do with a trend we noticed,” said McColgan. “The Front Range has generated a lot of cool restaurant concepts in the last 20 years.”

The Front Range Urban Corridor — an oblong region located along the eastern face of the southern Rocky Mountains that includes Denver, Boulder, Fort Collins and other notable cities — is considered the perfect test market. It includes a diverse demographic and political cross-section of America. And the diversity is reflected in the residents’ eating habits.

“If something works in the Front Range, it’s easier to say that it can work in other areas,” said McColgan. “That can’t be said of New York City or L.A. Those have very specific tastes. Colorado is a flyover state, but it has everything in one spot.”

From build-your-own salads and pizza, the menu expanded to include soups, sandwiches, bowls and a variety of breakfast items. McColgan said they quickly learned to hire people who know what they’re doing in the kitchen, which allowed them to get better and more sophisticated with techniques and ingredients.

“I would have lasted a year.”

Now, on any given school day, the lunchtime line starts forming in front of the Duncan Student Center location well before noon. The décor is a mix of a contemporary farmer’s market with industrial touches, such as steel and natural wood surfaces. There are steady orders for the personal pizzas, which, like the soups, salads, sandwiches and other menu items, are made from scratch using whole ingredients. The menu offers some options to satisfy dietary requirements from gluten-free to vegan.

They currently employ more than 700 workers in 29 restaurants, which are spread out over Arizona, Colorado, Maryland and Texas. They also have license agreements with three partnership stores — two in the Denver airport and the one in the Duncan Student Center.

In retrospect, what advice would McColgan give? “If I were to do anything differently, it would be to change was the best decision I could have made.”

Some locations now offer upscale items such as truffled potato pizza and a curated salmon bowl. Many serve beer and wine.

One of our best attributes is to not be afraid to change and adapt the concept,” he said. “It’s allowed us to get better and be where we are today. If we had been afraid of change, I don’t think the first restaurant would have lasted a year.”

“ congruent part of our story is that you never know where you are going to end up in your career,” added McColgan, who, for the record, now loves to cook. “To think that you’re going to end up doing what you’re studying in school is to put yourself in a box. I wanted to be on Wall Street. Frankly, I loved it. But to be open to change was the best decision I could have made.”

By Carol Elliott

HOMESTYLE PLATES

SUSTAINABLE SALMON
FREE-RANGE CHICKEN
NATURAL ANGUS STEAK
ORGANIC SESAME TOFU
HERITAGE PULLED PORK

ON THE MENU

BREAKFAST
FRESH SALADS
GRAIN BOWLS
TOASTED SANDWICHES
BRICK OVEN PIZZA
HOMEMADE SOUPS
HOMESTYLE PLATES

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By Carol Elliott
I witnessed vast unmet human need in developing countries during my 12 years as a Jesuit. After leaving the society, I chose to teach graduate business students for two main reasons. The first is because many of the business people I knew were deeply good individuals who wanted to do well for themselves and others. Secondly, I believe that business is the institution best equipped to satisfy unmet material needs. Business is a calling, rather than a job or career, when it seeks not only to make a profit but also to meet a genuine human need. In its 1986 pastoral letter “Economic Justice for All,” the U.S. Conference of Catholic Bishops pointed out that managers have a calling if they demonstrate “commitment to the public good and not simply the private good of their firms.”

I am thinking of this important ideology as I reflect on an exciting partnership between Notre Dame and Balkh University in Afghanistan that aims to promote the greater good.

The Notre Dame team consists of 30 faculty members and a cross-University collaboration among four groups: the Stayer Center for Executive Education, the Notre Dame Initiative for Global Development, the Kaneb Center for Teaching and Learning, and Notre Dame International.

The goal is to develop a master’s program in finance and accountancy (MFA) for students at Balkh, which is the third largest university in Afghanistan. The partnership is possible through a $5.15 million contract funded by the U.S. Agency for International Development (USAID) and supported by the Afghanistan University Support and Workforce Development Program (USWDP). The project is implemented by FHI 360, a nonprofit human development organization.

HELP IS BADLY NEEDED, GIVEN WIDESPREAD VIOLENCE, POVERTY AND CORRUPTION IN AFGHANISTAN.

Frequent power outages and interrupted internet access make the virtual meetings a challenge, as does the fact that although courses in the MFA program are taught in English, not all members of the Balkh faculty are fluent.

At each residency, the Notre Dame team hosts faculty development workshops on topics including case teaching, action learning and team building. The workshops also helped Balkh faculty craft effective learning objectives and learn best practices for assessing and evaluating those objectives. Balkh faculty then participate in one-on-one mentoring sessions with their Notre Dame mentors.

Some textbook publishers made materials recorded workshops and videos easily available for Balkh faculty. Some textbook publishers made materials available free of charge.

The specific role of the Stayer Center is to design and direct the academic portion of the project. Balkh faculty are able to view recorded Notre Dame EMBA class meetings. That enables them to see the ideas they are learning about in action and get concrete ideas on how best to design and deliver their own courses.

As part of the Notre Dame team, I was fortunate to be paired with Masud Akbari, who will be teaching Ethics in Accounting and Finance in the MFA. Masud won the teacher of the year award at Balkh, so he needed my help not with teaching per se, but with creating a syllabus for a course he had never taught and selecting textbooks, cases and other course materials.

Frequent power outages and interrupted internet access make the virtual meetings a challenge.
Robin calls the project “a labor of love.” “It speaks directly to our mission of inspiring and developing leaders who want to transform their own lives, their organizations, and the world,” she adds. “The Balkh faculty see a new path forward for their country and believe that education and economic development are the engines behind that progress.”

**REASON FOR HOPE**
I was initially motivated to join the partnership by Catholic concerns for justice and helping the poor, ideally in such a way that they no longer need outside help. But my motivation quickly shifted to a deep admiration after I met Masud and his Balkh colleagues.

Masud earned his MBA in the United States on a Fulbright scholarship. Friends told him he would be “stupid” to return to Afghanistan when he could earn significantly more by staying in the U.S. But he returned home because he was more concerned with serving and making a positive difference in his country than achieving a higher level of material things. Because, “If I had stayed in the U.S., I would have nice work, but I wouldn’t be making a difference for my people.”

One of the Balkh faculty members is in constant danger because he belongs to an ethnic group hated by the Taliban. Yet he is determined to continue teaching, despite the threat.

**MY MOTIVATION QUICKLY SHIFTED TO A DEEP ADMIRATION AFTER I MET MASUD AND HIS BALKH COLEAGUES.**

That level of selfless devotion is difficult to grasp but easy to admire. Afghanistan is a youthful country. More than 63 percent of its population are under the age of 25. That leaves me finding optimism in the sage observation of Jesuit scholar Pierre Teilhard de Chardin that “The future belongs to those who give the next generation reason for hope.”

While the Taliban and other terrorist groups in Afghanistan prey on hopelessness, Masud and his Balkh colleagues work to give the next generation in Afghanistan prey on hopelessness, Masud and his Balkh colleagues work to give the next generation in their country well-founded hope. That is well worth fighting for, and it is good that we have joined them in the fight.

**IT TAKES A TEAM**
The ND-Balkh program has been guided by:

**ROBIN KISTLER**
Director of Non-Degree Programs at the Stayer Center for Executive Education

**MELISSA PAULSEN**
Associate director of Executive Education and Training Programs at the Notre Dame Initiative for Global Development

**ALEX AMBROSE**
An associate director at the Kaneb Center for Teaching and Learning

**DHIRAJ MEHRA**
Director for Initiatives in India, Notre Dame International

**REAGAN LI**
Program coordinator at the Beijing Global Gateway, Notre Dame International

**Faculty and staff involved in the program includes:**
- Notre Dame Faculty 10
- Saint Mary’s College Faculty 2
- Indiana University Faculty 1
- ND Initiative for Global Development 2
- ND Kaneb Center 3
- Stayer Center for Executive Education 2
- ND Center for the Study of Languages and Cultures 1
- Balkh University Faculty 12

**HERE YOU ARE AGAIN — ON THE FIRST PAGE OF CLASS NOTES**
You probably flip to this page as soon as you receive Mendoza Business magazine.

**1974**
**JOHN GAWINE (ACCT)** is a founding member of the C.M. Russell Museum’s elite Skull Society. Gawine is known for his paintings of the western landscape and Native American culture and is represented in prestigious galleries and collections throughout the U.S. His work was recently part of the “Art in Autumn” exhibit at the Takes Horse Gallery, Polson, Montana. Gawine left the financial world in the early 1990s to pursue a childhood love of art and a passion for the American West.

**1976**
**JUDITH PLOZESK (ACCT)** is executive vice president and CFO of Tampa General Hospital. Plozesk joined the hospital in 1998 as vice president for finance and later was promoted to senior vice president. She has more than 40 years of health care financial management, accounting and consulting experience.

**1977**
**WILLIAM DULANEY (ACCT)** was appointed to the board of directors of Samson Corp., San Jose, California. Delaney has more than 25 years of experience in accounting, finance, operations and management with Sysco Corp., a $600 million food marketing and distribution company.

**1971**
**DAVID KAUTTER (ACCT)** is the acting commissioner of the IRS. As acting commissioner, he presides over the nation’s tax system, which collects approximately $3.3 trillion in tax revenue each year.

**1980**
**BILLY CALDWELL (MGT)** is chairman of the Wilson Chamber of Commerce Board of Directors. Caldwell is the CEO of Wilson Medical Center, Wilson, North Carolina.

**1982**
**DAN DONDANVILLE (FIN)** is one of 11 U.S.-based Merrill Lynch employees honored with the 2007 David Brady Award at a ceremony in New York City in November. Dondanville was recognized for his outstanding multi-generational client focus, 28-year tenure as resident director of the Springfield, Illinois, office, and overall commitment to his community where he and his wife (Anne Hesslau Dondanville, SMC ’82) continue to touch the lives of many people in profoundly positive ways.

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**REASON FOR HOPE**
I was initially motivated to join the partnership by Catholic concerns for justice and helping the poor, ideally in such a way that they no longer need outside help. But my motivation quickly shifted to a deep admiration after I met Masud and his Balkh colleagues.

Masud earned his MBA in the United States on a Fulbright scholarship. Friends told him he would be “stupid” to return to Afghanistan when he could earn significantly more by staying in the U.S. But he returned home because he was more concerned with serving and making a positive difference in his country than achieving a higher level of material things. Because, “If I had stayed in the U.S., I would have nice work, but I wouldn’t be making a difference for my people.”

One of the Balkh faculty members is in constant danger because he belongs to an ethnic group hated by the Taliban. Yet he is determined to continue teaching, despite the threat.

**MY MOTIVATION QUICKLY SHIFTED TO A DEEP ADMIRATION AFTER I MET MASUD AND HIS BALKH COLEAGUES.**

That level of selfless devotion is difficult to grasp but easy to admire. Afghanistan is a youthful country. More than 63 percent of its population are under the age of 25. That leaves me finding optimism in the sage observation of Jesuit scholar Pierre Teilhard de Chardin that “The future belongs to those who give the next generation reason for hope.”

While the Taliban and other terrorist groups in Afghanistan prey on hopelessness, Masud and his Balkh colleagues work to give the next generation in their country well-founded hope. That is well worth fighting for, and it is good that we have joined them in the fight.

**IT TAKES A TEAM**
The ND-Balkh program has been guided by:

**ROBIN KISTLER**
Director of Non-Degree Programs at the Stayer Center for Executive Education

**MELISSA PAULSEN**
Associate director of Executive Education and Training Programs at the Notre Dame Initiative for Global Development

**ALEX AMBROSE**
An associate director at the Kaneb Center for Teaching and Learning

**DHIRAJ MEHRA**
Director for Initiatives in India, Notre Dame International

**REAGAN LI**
Program coordinator at the Beijing Global Gateway, Notre Dame International

**Faculty and staff involved in the program includes:**
- Notre Dame Faculty 10
- Saint Mary’s College Faculty 2
- Indiana University Faculty 1
- ND Initiative for Global Development 2
- ND Kaneb Center 3
- Stayer Center for Executive Education 2
- ND Center for the Study of Languages and Cultures 1
- Balkh University Faculty 12

**HERE YOU ARE AGAIN — ON THE FIRST PAGE OF CLASS NOTES**
You probably flip to this page as soon as you receive Mendoza Business magazine.

**1974**
**JOHN GAWINE (ACCT)** is a founding member of the C.M. Russell Museum’s elite Skull Society. Gawine is known for his paintings of the western landscape and Native American culture and is represented in prestigious galleries and collections throughout the U.S. His work was recently part of the “Art in Autumn” exhibit at the Takes Horse Gallery, Polson, Montana. Gawine left the financial world in the early 1990s to pursue a childhood love of art and a passion for the American West.

**1976**
**JUDITH PLOZESK (ACCT)** is executive vice president and CFO of Tampa General Hospital. Plozesk joined the hospital in 1998 as vice president for finance and later was promoted to senior vice president. She has more than 40 years of health care financial management, accounting and consulting experience.

**1977**
**WILLIAM DULANEY (ACCT)** was appointed to the board of directors of Samson Corp., San Jose, California. Delaney has more than 25 years of experience in accounting, finance, operations and management with Sysco Corp., a $600 million food marketing and distribution company.

**1971**
**DAVID KAUTTER (ACCT)** is the acting commissioner of the IRS. As acting commissioner, he presides over the nation’s tax system, which collects approximately $3.3 trillion in tax revenue each year.

**1980**
**BILLY CALDWELL (MGT)** is chairman of the Wilson Chamber of Commerce Board of Directors. Caldwell is the CEO of Wilson Medical Center, Wilson, North Carolina.

**1982**
**DAN DONDANVILLE (FIN)** is one of 11 U.S.-based Merrill Lynch employees honored with the 2007 David Brady Award at a ceremony in New York City in November. Dondanville was recognized for his outstanding multi-generational client focus, 28-year tenure as resident director of the Springfield, Illinois, office, and overall commitment to his community where he and his wife (Anne Hesslau Dondanville, SMC ’82) continue to touch the lives of many people in profoundly positive ways.
The award honors David Brady, a New York-based financial advisor who died in the terrorist attacks of Sept. 11, 2001. Brady was highly respected for putting the client first and giving back to his community.

1983
DONALD CASEY (MBA, FIN '92) is CEO at Dentsply Sirona Inc., a York, Pennsylvania-based dental supply company. Casey most recently served as CEO of the medical segment of Cardinal Health.

1984
JOE SWEENEY (MBA) released his third book, After Further Review. In this book, Sweaney leans on personal experience to share wisdom and advice in the form of reflective questions, interactive exercises and more — all designed to help others think about their own path forward.

1986
RICK HEARDEN (MBA) is president of the northeast Wisconsin market of First Business Bank, First Business Financial Services Inc. Hearden previously served as senior vice president, commercial banking manager — Wisconsin market for Huntington Bank. He has more than 40 years of banking experience.

1987
PERRY DELLELCE (MBA) was elected chair of the board of directors of the Canadian Olympic Foundation.

1989
AMY FREEMAN (MARK) is chief operating officer at CoLabz, a refrigeration and HVAC company. In an operations capacity, Freeman will be instrumental in expanding the company’s capabilities, driving organizational efficiencies and overseeing M&A integration.

1990
MICHAEL DURBIN (FIN) is president of Fiducial Institutional, the division of Fiducial, which offers services that provide financial services, including payroll, tax services, accounting and client management.

1992
ROBERT CORRADO (MARK) is CEO, president and chief operating officer of LAC Group LLC, a family of businesses helping law firms, corporations, governments and media companies maximize the value of real-time and archived information.

1993
CHUCK COLEMAN (ACCT) is senior vice president, general counsel and assistant secretary at KAR Auction Services Inc. The KAR group of companies provides sellers and buyers across the global wholesale used vehicle industry with technology-driven remarketing solutions. Coleman previously served as vice president, assistant general counsel and assistant secretary for the company.

1997
JON CRUTCHFIELD (BBA) joined Penn State Information Technology (IT) as senior director for business intelligence. In this newly created position, Crutchfield will focus on establishing and implementing a strategy and an appropriate set of technology resources to enhance the University’s use of data for reporting, assessment, strategic insight and differentiation.

1999
ALEXA GUEVARA (ACCT) joined the law firm of Filiatrault, a Chicago firm that specializes in the railcar business. She previously served as a director at Latham & Watkins.

2000
CASSANDRA CAMPBELL (MSA) joined The Siegfried Group LLP national leadership team as director serving the Houston, Texas, market. Her responsibilities include creating long-term, positive relationships with financial executives and assisting with the execution of the firm’s recruiting and business development initiatives.

2001
MIKE CHERUBINI (MARK) is director of construction services for Creative Business Interiors, Milwaukee, with responsibility for managing construction estimating, project management and field operations. He has more than 10 years of experience in the construction industry.

2003
ALLEN GREENE (FIN) is an attorney at the Cboe Group, the parent company of Cboe Global Markets, an exchange holding company headquartered in Chicago. Greene previously served as deputy CFO. He is a 30-year veteran of the finance industry.

2004
DAVID LABARRE (MBA) is CEO and executive director for the Catholic Cemetery Conference (CCC), the premier inter- and transnational member association committed to Catholic cemetery advocacy and education. Labarre has more than 10 years of significant operational and managerial leadership within multiple industries including financial services, Big Four consulting, human resources, suppliers and charitable and association nonprofits. Labarre previously served as director of business operations at American Medical Association.

2006
CHRIS TRICK (FIN) is a principal at Pritzker Group Private Capital. As a member of the management team, he will continue to provide strategic investment and operational support to the firm and its manufactured products companies. He previously served as vice president.

2007
JOSEPH McNEELY (EMBA) joined The Andersen Group Inc. as president of the Rail Group, Maumee, Ohio. McNeely has more than 30 years of experience in the financial, manufacturing and distribution industries, specializing in the railcar business. He previously served as president and CEO of FreightCar America Inc. and held vice president roles at Mitsu Rail Capital and GATX Corporation.

2010
JOLENE KIRCH (MBA) was a consultant at EF Education First. She has more than 30 years of experience in the railcar business. She previously served as program manager for the FreightCar America Inc. and held vice president roles at Mitsu Rail Capital and GATX Corporation.

2013
KRISTIN WETZEL (FIN) is a consultant at EY, Charlotte, North Carolina, and is pursuing her interest in music and art. Wetzel recently signed with Sioux Studios and Mike Pope Music. She describes her original music as being in the pop country vein of Norah Jones, Taylor Swift and Miranda Lambert, and her paintings are primarily portraits.
EMBA MOM LAUNCHES UNIQUE BOUTIQUE

When Myla Patterson-Smith (EMBA ’14) launched her online boutique children’s apparel venture last year, she had the help of two savvy business partners: daughters Stephanie and Samantha Smith, then ages 6 and 3. Their love of fashion and penchant for sketching creative outfits inspired Patterson-Smith to develop a line of girls’ clothing based on their designs. She calls their business “Samantha Smith, then ages 6 and 3. Their love of fashion and penchant for sketching creative outfits inspired Patterson-Smith to develop a line of girls’ clothing based on their designs. She calls their business “Samantha Smith Empower Toddlers.”

"THEY ARE TRULY LEARNING EVERY ASPECT OF THE BUSINESS."  

Myla Patterson-Smith

Patterson-Smith says she still consults her notes from her business strategy class. “It taught me the importance of differentiation, identifying my ‘perfect customer’ and how successful businesses make decisions,” she says.

2011

VAUGHAN ROBISON (MBA) joined the Crk Group, a Christian advisory network, as chair of the northeast Florida region. He previously was a principal consultant at InfoWorks Inc. and founded Mindful previously was a principal consultant Group, a Christian advisory network, as show “Megyn Kelly Today.”

March, she and the girls were featured where they live, and nationally. In Chicago, attracted media attention in Chicago, partners. “They are truly learning through osmosis.”

Smith says. “My classmates and I during my EMBA tenure,” Patterson-Smith says she still consults her notes from her business strategy class. “It taught me the importance of differentiation, identifying my ‘perfect customer’ and how successful businesses make decisions,” she says.

2014

MARK LAS (EMBA) is chief information officer for Preferred Risk Insurance Services, Bedford Park, Illinois. Las previously was the senior director of IT operations and security at Columbia College, Chicago.

KEVIN OAKLEY (MBA) is a leading investment banking officer for clients in North Carolina and South Carolina for Lancaster Pollard, a subsidiary of ORIX USA Corp. Oakley joined Lancaster Pollard as an associate in 2014 and became a vice president in 2017. He is based in the firm’s Atlanta office.

2015

GABRIEL FALKENBERG (FIN) joined KIG CRE, Chicago, as a financial analytics associate. Falkenberg will support the sales team by valuing assets and providing underwriting analysis for institutional asset sales.

BLAISE LEZNSKY (MBA) joined the Penn State baseball coaching staff as a volunteer assistant coach. Prior to joining the Nittany Lions, Leznsky played professional baseball with the Joliet Slammers, Joliet, Illinois, in the Frontier League.

MARK MADRID (MBA) is CEO of the Latino Business Action Network, Palo Alto, California.

IN MEMORIAM

1992

JOSEPH COPPOLA (MBA) passed away Dec. 27, 2017. At the time of his passing, he was chief operating officer of Knoll Inc., and previously held senior supply chain roles with Honeywell International Inc., Eaton Corp. and Norfolk Southern Corp.

Coppola loved to spend time traveling with his family and tinkering with new technology products. He enjoyed golf and was a true believer in Notre Dame football. He is survived by his parents, wife, daughters, siblings and several nieces and nephews.

1971

JAMES HARRISON (ACCT) passed away Jan. 28, 2018. Following his graduation from Notre Dame, Harrison moved to California and worked for IBM. The desire to start his own business led him to Phoenix where he started Soda Strippers, a restoration company. His business adventures provided opportunities to travel throughout the United States. Harrison is survived by his wife, brother and several relatives.

1962

TERRENCE MCGLINN (ACCT) passed away Sept. 12, 2017. He was an emeritus member of the University of Notre Dame Board of Trustees. A Trustee since 1994, McGlinn also served as a Fellow of the University, the governing body that elects trustees, and amends bylaws and is charged with maintaining Notre Dame’s Catholic character. He previously served on the Mendoza College Business Advisory Council. McGlinn was general partner of Walnut Street Associates, a private investment partnership based in Reading, Pennsylvania, was affiliated with several other limited partnerships, and was active in numerous philanthropic organizations.

He earned a bachelor’s degree in accounting from Notre Dame and an MBA from the University of Pennsylvania’s Wharton School, after which he founded McGlinn Capital Management. McGlinn and his wife, Barbara (Bobbie), were co-benefactors of the Mendoza College of Business and made a gift to underwrite the construction of McGlinn Hall, a women’s residence hall on campus. Their four children are graduates of Notre Dame.

1956

THOMAS ABRAMS (BS, COMMERCE) passed away Nov. 5, 2017. He served as an officer in the U.S. Navy following graduation and spent his professional career as an accountant. He is survived by his ex-wife, children, grandchildren and siblings. A Mass will be celebrated on the Notre Dame campus for Abrams from his ND96 classmates.

1954

MAX PLANTE (BS, COMMERCE) passed away Nov. 14, 2017. He served as a midshipman and lieutenant junior grade in the U.S. Navy. Plante was known for his dedication to his hometown, New Baltimore, Michigan, having served the city on many local boards and with many local groups. His professional career included serving as a board member, executive vice president and general manager at Carhartt and a board member of the American Apparel Industry Association. In the late 1970s, he purchased Stahly’s Bakery and was responsible for its famous Relfy Button cookies.

1949

WILLIAM C. RONEY JR. (BS, COMMERCE) passed away Feb. 8, 2018. He was a stockbroker and senior partner at the firm his father founded, Roney & Co., and was a familiar name in the Detroit business community. Roney interrupted his studies at Notre Dame to enlist in the Army during World War II. After the war, he returned to ND to earn his bachelor’s degree in finance. Then, he joined his father’s Detroit firm, where he worked from 1949 until he retired in 1995. Roney was a devout Catholic who never saw the glass as half-full or half-empty, but always overflowing. He loved his faith, family and friends. He is survived by his wife, children, grandchildren and great-grandchildren.
MEET GRANT HAMMANN (MARK ’18)

People matter to Grant Hammann. He’s the kind of guy who scheduled classes around his volunteer work at a South Bend elementary school, the football player known for mentoring younger teammates, the hall president with a mission to cultivate community.

Yes, he brought live kangaroos to Keough Hall’s chariot race. As hall president, he rented three for Keough’s signature event in 2015. The ‘roos (who reportedly once partied with LeBron James) were a hit — as Hammann says, “Who wouldn’t want to see a kangaroo?” — and the idea reflects his drive to bring people together in community.

He penned a Notre Dame football “survival guide.”

“When I was a kid, we moved around a lot,” he explains. “Something I’ve appreciated is having someone to help you out when you get there.” The walk-on wide receiver included tips on navigating the college transition, classes he found helpful for personal growth and advice on developing as a student-athlete.

He took to Snapchat to invite classmates to Mass.

As a junior, Hammann set a goal to celebrate Mass in every chapel on campus. “To have a Mass that’s accessible at a university is pretty incredible and something we take for granted,” he says. He started posting what Mass he’d be at next on Snapchat so friends could join him. And they did.

His 40-yard dash time is 4.34 seconds.

Being speedy came in handy when his volunteer gig in a third-grade classroom conflicted with a football weightlifting session. Hammann, who only missed two afternoons at the school in four years — both for football — was determined to see the students. He finished up at the school with 15 minutes to spare — and found himself 2 miles from campus with no ride. “So I ran,” he says.

He rejects the idea that business has to be cut-throat.

“Just putting others before yourself is, in my opinion, just a better way to do business than to just think about what’s the bottom line, how do I get there regardless of what has to happen.”

IF I RULED THE WORLD

WHAT WORD OR PHRASE WOULD YOU INSTANTLY BAN? WHY?

DON’T BAN — TOO ORWELLIAN

Craig Crossland
Rev. Basil Moreau, C.S.C.,
Associate Professor of Business

At first, my inner curmudgeon was spoiled for choice. I could eliminate YOLO, sorrynotsorry, bae, dab, irregardless or a host of other good options, all at the stroke of a pen. Upon reflection, though, I realized that when I’m eventually entrusted with ultimate power in the universe, I should be extra careful not to ban words. It seems a touch too Orwellian. Words can be harmful, but it’s a slippery slope from banning words to banning ideas and perhaps even banning certain groups of people, so it’s a power that I’m not sure I should ever be too eager to exercise.

BAN “THAT’S IMPOSSIBLE”

Amber Lattner Selking (MGT ’10)
Founder, The Lattner Performance Group

I would ban “that’s impossible.” At least 15 times in the Bible, God conveys that ALL things are possible through Him. One of our greatest gifts from above is the human brain, and how we choose to use our brain and our mind often determines the extent to which we can tap into such possibilities. How we think actually changes the form and function of our brains. We must discipline our thoughts to build mindsets that facilitate — not debilitate — our work and our life’s mission. “That’s impossible” is not only limiting, it’s wrong, and it says so in the Bible. Brain science is finally confirming how this works at the neurological level.

BAN “LIKE”

Erik Pérez-Pérez
Marketing Junior

I would ban the word “like” as it would be doing an immense favor to all of us. Somehow, the word “like” was planted in the minds of us millennials and it flourished, as is evident when listening to fellow students say it every other word. The worst part is that its use multiplies in situations where speaking well matters the most, two examples being presentations and interviews. If it were banned and we were forced to stop using it, it would be, like, amazing.

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“IT IS ALSO TRUE THAT REGARDLESS OF WHAT CHANGES, WE MUST ALWAYS HEARKEN TO WHAT DOES NOT: OUR MISSION.”

Roger D. Huang,
Martin J. Gillen Dean and Kenneth R. Meyer
Professor of Global Investment Management