



ELON UNIVERSITY
Office of the President

November 9, 2020

PRME Steering Committee
c/o Dr. Mette Morsing, Head of PRME
Secretariat at United Nations Global Compact
685 Third Ave. 12th Floor
New York NY 10017, USA

Dear Dr. Morsing:

With submission of the enclosed Sharing Information on Progress (SIP) report, Elon University is proud to reaffirm our support of the Principles for Responsible Management Education and renew our commitment as a PRME signatory school.

Elon University and the Love School of Business regularly incorporate and apply the Principles in our operations, share our progress annually, and positively contribute to the learning experience of the academic institutions participating in the PRME across the world. We commit to having our organizational practices serve as example for the values and attitudes we convey to our students, and those we wish them to embody throughout their lives.

The Principles serve as our framework of continuous engagement:

- To develop the capabilities of students to be future generators of sustainable value for business and society at large, and to work for an inclusive and sustainable global economy (Principle 1 – Purpose).
- To incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the UN Global Compact (Principle 2 – Values).
- To create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership (Principle 3 – Method).
- To engage in conceptual and empirical research that advances the understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economical value (Principle 4 – Research).
- To interact with managers of business corporations to extend the knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting those challenges (Principle 5 – Partnership).
- To facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability (Principle 6 – Dialogue).

Sincerely,

Connie Ledoux Book, Ph.D.
President

2020 PRME SIP Report –Elon Love School of Business

Introduction

Elon University is deeply committed to sustainability including the development of curriculum, research, and sustainable operations throughout the campus and has been nationally recognized for these efforts. The three central goals of the 2015-2025 sustainability master plan are: to enhance and expand programs to educate students, faculty, and staff about sustainability; achieve carbon neutrality by 2037; and continue to identify and implement strategies that support sustainable operations. Examples of student-, faculty- and staff- led initiatives include promoting recycling, energy conservation, alternative transportation, and community engagement. The fact that Elon's energy consumption per square foot has declined by 41% in the past 17 years, even though square footage has nearly doubled, shows a campus wide commitment to sustainable operations and investment in sustainable infrastructure including geothermal wells, solar hot water, and LEED certified construction.

Elon University has been recognized as a PRME signatory school since 2009 and has received a STARS (Sustainability, Tracking, Assessment & Rating System) Silver Rating from the Association for the Advancement of Sustainability in Higher Education in 2012, 2015, 2018, and 2020 even as evaluation criteria has increased. The institution was named a 2016 Green Ribbon Schools Postsecondary Sustainability Awardee by the US Department of Education and awarded the 2016 Sustainability Award from APPA (previously known as the Association of Physical Plant Administrators). Elon University has also been consistently recognized on *The Princeton Review's Guide to Green Colleges* since its first publication in 2010. US News and World Report highlighted our classroom and living learning community sustainability initiatives in an article published in September 2019.

The Love School of Business (LSB) faculty are major contributors to Elon's commitment to sustainability through the development of curricula and conducting research that affirms our culture of ethical, moral, sustainable, and socially responsible decision making. Our newly adopted strategic plan for 2021-2025 expands upon our previous sustainability commitments. Our mission, vision, and values (below) highlight the centrality of social responsibility within the LSB and the new LSB Strategic Plan explicitly names sustainability as an arena in which we seek academic innovation. The faculty have explicitly outlined "integrate and support learning experiences that promote sustainability, positive societal impact, and socially responsible decision-making" and "increase support of service-learning projects incorporated into the coursework of the LSB curriculum" as action items within our new strategic plan.

In addition the LSB has deepened its commitment to sustainability with a focus on equity and inclusion. The Center for Financial Literacy was established this year to "provide objective, high-quality resources to assist individuals in making personal financial decisions" and will be a resource for students, faculty and staff and the broader community. This program builds on the

work our of our faculty both in the classroom and the community and embodies our commitment to PRME principles of purpose, values, and partnership by investing tangible university resources in ensuring quality financial education to a broad range of members in our community who may not otherwise have access. We also established a diversity and inclusion taskforce within the LSB to examine our courses for opportunities to more effectively support minority groups within our community and increase the participation of women and people of color in our majors. This taskforce has received two grants from Elon's Center for the Advancement of Teaching and learning, the first for examining gender disparities (2019-2020) and the second for examining racial disparities (2020-2021). Course coordinators have also worked with faculty teaching LSB core courses to integrate information relating to equity and inclusion and business into our core classes.

The report that follows outlines our progress information during 2018-2020 covering the areas of academic curriculum (principles 1, 2, 3, & 6), undergraduate research (principles 1, 2, 3, & 4), co-curricular activities (1, 2, 3, 5 & 6), faculty research (principle 4 & 6), and community partnerships (principle 5).

[2020 PRME SIP Report Updates](#)

Love School of Business Mission

We are leaders in the design and delivery of transformational experiences through engaged learning, excellence in teaching, mission-driven applied and pedagogical scholarship, and service, with a rigorous program of study that produces graduates able to provide principled leadership in the global community.

Love School of Business Vision

We will prepare our graduates to lead extraordinary lives with the skills and aspiration to make the future better for the organizations and communities in which they serve.

Love School of Business Values

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| Excellence: | We believe in the value of intellectual curiosity, rigor, critical thinking and a shared commitment to excellence in teaching, scholarship, and service that makes a difference in the lives of our students and our community. |
| Community: | We believe in the value of an inclusive community and respect the importance and contribution of all. We believe in a culture of service and collaboration and value stewardship, honesty and fairness, and we strive to ensure that these values guide our words and actions. |
| Transformation: | We believe in the transformative value of the liberal arts combined with a cutting-edge business education in providing these skills, values, and the vision that enable our graduates to become leaders in the global community. |

Academic Curriculum

- The LSB Assurance of Learning Process includes embedded course assessments of Corporate Social Responsibility Awareness
 - Learning goals: Students will demonstrate the ability to recognize the underlying ethical, legal, and sustainability implications inherent in business situations and apply that knowledge to make responsible decisions.
 - Objectives: Students will be able to:
 - Recognize ethical dilemmas in a business situation and recommend courses of action to address the issues
 - Identify legal issues in a business situation and develop strategies for compliance
 - Recognize the environmental and social impacts of business decisions and recommend appropriate sustainable practices
- Examples of LSB course-embedded values of sustainability, corporate citizenship, and global social responsibility
 - Legal and Ethical Environment of Business
 - Accounting, Finance, and Economics: triple bottom line reporting, corporate governance, full cost accounting, and ethical financial behavior
 - Marketing: applying marketing principles to environmental and social issues rather than sole focus on profit maximization, e.g. alternative fuels, packaging, and recycling.
 - Professional selling: ethics of entertaining clients/partners.
 - Management & Organizational behavior: ethical leadership, corporate social responsibility, stakeholder theory, and sustainability
 - Strategy: stakeholder theory, sustainability/ethics practices and issues
 - Entrepreneurship: innovation around grand challenges, sustainable development goals, courses focused on social entrepreneurship
 - MBA ethics inventory: assessments and exercises focusing on ethical and societal implications of organizational decision making
- Sustainability focused or related courses
 - Business in the Caribbean: The Cayman Islands (study abroad)
 - Conducting Business in the Pacific Rim (study abroad)
 - Microfinance, ethics, and sustainability: Peru (study abroad)
 - Innovation in Israel (study abroad)
 - Entrepreneurship for the Greater Good
 - Creativity and the Doer/Maker Mindset
 - Bringing the Venture to Life
 - Design Thinking for Action
 - Global Marketing
 - International Strategy
 - Sustainable Development: Opportunities and Challenges
 - Environmental Economics
 - Economic Growth and Development

- Health Economics
- Urban Economics and Planning
- Examples of educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership within the classroom
 - The Elon Microfinance Challenge was hosted by the Department of Economics and the Elon Microfinance Initiative. This challenge allowed students to apply their course work in a real-world consulting experience for the Microfinancing organization Seed Effect.
 - The LSB developed the Lessons from Leaders speakers series which provides students in the capstone Strategic Management class with the opportunity to learn about responsible management directly from business leaders.
 - Academic Service Learning courses partner with local community organizations and small business to foster equitable economic development. These courses include: Fundamentals of Income Taxation, Business Communications, Entrepreneurship for the Greater Good, HRM/Strategy and Consulting and Marketing Research
 - LSB Shanghai, China Center Abroad: students completed a social entrepreneurship plan and helped implement strategies to assist struggling Shanghai business vendors grow their business.
 - Incorporating business ethics and sustainability into both the required Gateway to Business and Legal and Ethical Environment of Business courses taken by all business majors.
 - The development of a “Social Business Road Trip” that allows entrepreneurship students the opportunity to tour local businesses and meet entrepreneurs that have made commitments to their community and environment.
 - The course Creativity and the Doer/Maker Mindset won a national innovation award from USASBE (United States Association for Small Business and Entrepreneurship) that recognized its commitment to sustainability.
 - The use of cases, videos, speakers, podcasts, and skype talks on topics relating to ethics, CSR, and sustainability in national and international business.
 - 11 faculty from the LSB have participated in the university wide Faculty Scholars in Sustainability program—a year long professional development opportunity in which faculty build educational materials to embed in their future programs—since its creation in 2008.
 - The LSB Honor Role for Social Responsibility was established in 2012 to recognize undergraduate business students who volunteer in our community and complete at least 20 hours of confirmed community service for a non-profit organization or for an organized community activity during fall or spring semester. Over 120 students have been added to the Honor Roll since 2018.

[Undergraduate Research relating to sustainability and PRME](#)

Students have engaged in significant undergraduate research under the mentorship of the faculty within the LSB. The following is a list of 30 undergraduate research projects related to

sustainability and responsible management that were either presented or published between 2018-2020.

- Bijou, A. (supervised by O'Toole, J.) 2019. "Ethical decision making: Corporate leadership in the wealth management industry and their ethical responsibility to investors" Spring Undergraduate Research Forum: April 2019.
- Byrd, C. (supervised by Anderson, S.) 2018. "The effect of VITA participation on student empathy" Elon Spring Undergraduate Research Forum: April 2018.
- Castillo, B (supervised by Islam, T) 2020. "A Dam Problem: Investigating the Impact of Dams on Economic Development" Presented at Eastern Economic Association in Boston, MA, Feb 28-Mar 1
- Crouse, J. (supervised by Depro, B) 2019. "The impact of water quality on the value and size of the blue crab fishery in the Chesapeake Bay" Elon Spring Undergraduate Research Forum: April 2019.
- Fogarty, M. 2019 (supervised by DeLoach, S.) "Contraception and Women's Decision-Making Power in Indonesia" Presented at Economic Association Annual Conference and published in the *Undergraduate Economic Review*, 15(1) 2019
- Goldstein, J. (supervised by Upton, K.) 2020. "Breaking through the glass ceiling: An investigation into women's compensation and qualifications in the C-Suite" Undergraduate Research
- Judge, C. (supervised by DiRienzo, C.) 2020. "Natural Disasters and Human Trafficking Reporting" Presented at Eastern Economic Association, in Boston, MA Feb 28-Mar 1
- Kaufmann, E. (supervised by Kennedy, E.) 2020. Creating community: Longitudinal social network analysis of a locally oriented entrepreneurial community. Undergraduate research.
- Kelley, C. (supervised by Rouse, K.) 2019. "The Gender Gap in STEM fields: Female STEM student attrition" Elon Spring Undergraduate Research Forum: April 2019
- Kelly, E. (supervised by Rouse, K.) 2019. "The effects of mental health on academic achievement of college students" Spring Undergraduate Research Forum: April 2019.
- Machi S. (supervised by Horky, A.) 2018. "An international transformation of produce: The marketing of imperfect produce in France and the United States" Elon Spring Undergraduate Research Forum: April 2018.
- Mahoney, K (supervised by Bednar, S.) 2020. "The Effects of Parent Incarceration on their Child's Potential for Success" Presented at Eastern Economic Association in Boston, MA, Feb 28-Mar 1
- Martin, A. (supervised by Sheridan, B.) 2018. "Exploring the effect of international wage differences on brain drain" Spring Undergraduate Research Forum: April 2018.
- Martin, M. (supervised by Zinchuk, J.) 2018. "Who brands the world? Girls! How female artists must manage their brand to be successful" Spring Undergraduate Research Forum: April 2018.
- Mendoza, L. (supervised by DeLoach, S.) 2019. "The impact of village loan and savings associations (VLSAs) on South Sudanese refugees and Ugandan citizens in Northern Uganda" Spring Undergraduate Research Forum: April 2019.

- Merk, T. (supervised by Upton, K.) 2018. "The gender dynamics in venture capital funding decisions in the US" Spring Undergraduate Research Forum: April 2018.
- O'Hara, G. (supervised by DeLoach, S.) 2019 "Can Microfinance help families in a hyperinflationary environment? Field Research in South Sudan" Presented at Economic Association Annual Conference
- Perry, C. (supervised by Aijan, H.) 2018. "The use of ICT to promote refugee's integration" Elon Spring Undergraduate Research Forum: April 2018.
- Pires, R. (supervised by Kurt, M.) 2019. "An analysis on the relationship between obesity and income" Elon Spring Undergraduate Research Forum: April 2019.
- Puri, S. (supervised by Upton, K.) 2020. "Gender diversity and its impact on financial performance and risk" Undergraduate research
- Reese, C. (supervised by Kurt, M.) 2018. "The relationship between income inequality and life expectancy" Elon Spring Undergraduate Research Forum: April 2018.
- Roache, K. (supervised by DeLoach, S.) 2019 "Measuring the Effects of Microinsurance on the Poor's Ability to Smooth Consumption". Presented at Economic Association Annual Conference
- Robbins, K. (supervised by Kennedy, E) 2020. "Looking at entrepreneurial success: The role of higher education and gender" undergraduate research.
- Sansale, R. (supervised by DeLoach, S.) 2019. "Unemployment duration and the personalities of young adults workers" Journal of Behavioral and Experiment Economics, 79:1, 1-12.
- Stern, J. (supervised by Rouse, S.) 2020. "The Effect of New School Openings on Achievement in Pre-existing Schools: Evidence from Wake County, NC." Presented at Eastern Economic Association in Boston, MA, Feb 28-Mar 1
- Storm, F. (supervised by Sheridan, B.) 2020. "Endogenous capital concentration: An examination of inequality and growth". Undergraduate Research Project
- Thornton, M. (supervised by Kurt, M.) 2020. "Health Insurance and Individual Labor Supply Decisions." Presented at Eastern Economic Association in Boston, MA, Feb 28-Mar 1 .
- Tose, M.B. (supervised by Bednar, S. & Kirk, R.) 2018. "Mapping urban inequalities through evictions in Alamance county" Spring Undergraduate Research Forum: April 2018.
- Webber, S. (supervised by Depro, B.) 2018. "Migration and educational outcomes" Spring Undergraduate Research Forum: April 2018.
- Wynn, C. (supervised by DeLoach, S) 2020. "Contraceptive access and female labor supply: Evidence from Indonesia." Presented at Eastern Economic Association in Boston, MA, Feb 28-Mar 1.

Co-curricular activities and opportunities led by Love School of Business Faculty

The LSB and its faculty have supported numerous co-curricular activities that support responsible management, global engagement, and sustainability. These include:

- The Doherty Center for Creativity Innovation and Entrepreneurship consistently offers co-curricular programming that supports responsible leadership, sustainability and equity in innovation including:
 - Annual Award of the Elon Medal for Entrepreneurial Leadership. Past recipients include:

- Dr. Mona Hanna-Attisha (2019), pediatrician who connected the illnesses in her patients in Flint Michigan with water quality issues
 - Mitch Kapor (2018), a Silicon Valley pioneer and investor, Partner at Kapor Capital and the Kapor Center for Social Impact
 - Guy Harvey (2015), marine wildlife artists who uses proceeds to support marine wildlife conservation and oceanic research projects
 - Bonnie McElveen-Hunter, founder and CEO of Pace Communications, and Chairman of the Board of the American Red Cross
 - Mohammed Yunus (2013), founder of the Grameen Bank and Nobel Peace Prize winner
- 2019 Innovation Challenge engaged 100 students across campus in a weekend long design sprint to develop a solution to packaging waste on campus. This event leveraged 25+ faculty from across campus and 30+ community members in waste management, sustainability, and logistics industries to serve as coaches and judges.
- Development of an annual event highlighting B-Corps in NC for students in partnership with North Carolina State University
- Development of the annual WE Do! Women in Entrepreneurship conference to support and celebrate female entrepreneurs
- Students engaged in a wide range of case competitions that address issues of sustainability including:
 - 2020 National Diversity Case Competition, Indiana University, coached by Stacey Outlaw
 - 2019 17th annual Collegiate Ethics Case Competition, University of Arizona, coached by Christy Benson
 - 2019 Global Business Case Challenge, Ritsumeikan Asia Pacific University in Japan, coached by Pat Bell
 - Placed 3rd at 2019 McGill Management International Case Competition (MMICC), McGill University, coached by Christy Benson
 - Placed 4th at 2019 Templeton Business Ethics Case Competition, Stetson University, coached by Pat Bell
 - 2018 X-Culture/Academy of International Business Student Symposium, Belmont University, coached by Carri Tolmie
 - Placed second in Central Region bracket of 2018 Collegiate Ethics Case Competition, University of Arizona, coached by Christy Benson
 - 2018 Milgard Invitational Case Competition on Social Responsibility, University of Washington, coached by Christy Benson
 - 2018 McDonough-Hilltop Business Strategy Challenge, Georgetown University, coached by Pat Bell
- Susan Anderson, Professor of Accounting, is the Faculty Coordinator of Elon University's VITA (Volunteer Income Tax Assistance) Program which trains and certifies undergraduate students to support lower income families in completing their tax records. Dr. Anderson was named a "top 50 undergraduate professor" by Poets &

Quants as well as Beta Alpha Psi's Business Information Professional of the Year in 2018.

- Tonmoy Islam, Assistant Professor of Economics, supervises a student organization called the Elon Microfinance Initiative where students utilize a pool of money to make loans through Kiva as well as complete a capstone microfinance project and engage in group service activities.
- Kate Upton, Associate Professor of Finance, supervises the student organization Women in Finance on campus which seeks to support women entering the field of finance with professional development and networking opportunities.
- Alyssa Martina, Executive Director of the Doherty Center, supervises the Elon chapter of University Innovation Fellows which seeks to utilize design thinking to innovate and strengthen the university.
- Chris Harris, Associate Professor of Finance, serves as the faculty coordinator for Elon's Junior Achievement financial literacy program for elementary school students. 60 undergraduate students from the Love School of Business taught lessons during the 2019-2020 academic school year at a local elementary school totaling over 300 hours of community service. Dr. Harris also developed and administers a financial literacy course for Pell Grant Recipients. This work has been recognized through the Center for Financial Literacy.
- Brandon Sheridan, Associate Professor of Economics, developed and leads a multi-week long class for 5th graders on financial literacy as part of Elon's It Takes a Village Project which seeks to provide educational opportunities for low-income children within our community
- Five Love School of Business attended the Sullivan Foundation's Fall Ignite Retreat in 2019 to engage in a multi-day retreat focusing on social entrepreneurship and innovation

LSB Faculty research relating to sustainability and PRME

The faculty in all departments of the LSB engaged in productive research streams that relate to sustainability:

Adhvaryu, A., **Bednar, S.**, Molina, T., Nguyen, Q., Nyshadham, A. (forthcoming) When it rains it pours: The long-run economic impacts of salt iodization in the United States. *Review of Economics and Statistics*

Ajjan, H., Crittenden, W. F., and Goneos-Malka, A. (2019) "Technology and Self-efficacy: Empowering South Africa". *Go-to-Market Strategies for Women Entrepreneurs*, Emerald Publishing Limited, 125-136.

Alexiou, K. Moulick A., **Dowin Kennedy, E.**, Parris D. 2018. Strategic social venturing: Examining employee compensation within enterprising nonprofits. *Academy of Management Annual Meeting*, Chicago, IL. 10-14 August

Bae, J., Choi, W. and Lim, J. (2019), "Corporate Social Responsibility, an Umbrella or a Puddle on a Rainy Day?: Evidence Surrounding Corporate Financial Misconduct, *European Financial Management*.

Katsiaryna, B., **Gupta, N.** and Huguen, L. (2020). Stock Price Reaction to Being Named an International Sustainability Leader. *The International Journal of Sustainability in*

- Economic, Social, and Cultural Context. 16 (2): 15-28. DOI:10.18848/2325-1115/CGP/v16i02/15-28.
- Bedard, S. and **Tolmie, C.R.** (2018). "Millennials' Green Consumption Behavior: Exploring the Role of Social Media," *Corporate Social Responsibility and Environmental Management*, 25(6), 1388-1396.
- Bednar, S.** and Gicheva, D. (2019) Workplace support and diversity in the market for public school teachers. *Education Finance and Policy*. 14(2): 272-297.
- Bednar, S. and Rouse, K. (2018). The Effects of Physical Education on Child Body Weight and Academic Achievement: New Evidence from the ECLS-K: 2011. • Presented at the Association for Education Finance and Policy Annual Conference, Portland Oregon (March)
- Bednar, S.** and **Rouse, K.** (2018). The Effects of Physical Education on Child Body Weight and Academic Achievement: New Evidence from the ECLS-K: 2011. Presented at Association for Policy Analysis and Management Fall Research Conference, Washington, D.C. (November)
- Bednar, S. & Rouse, K.** (January 2019). The Effect of Breaks on Student Productivity: Evidence from Physical Education. Presented at Allied Social Science Associations Annual Conference (ASSA), Atlanta, GA, January (poster- January)
- Bednar, S. & Rouse, K.** (March 2018). The Effect of Breaks on Student Productivity: Evidence from Physical Education. • Presented at the Association for Education Finance and Policy Annual Conference, Portland Oregon.
- Bednar, S. & Rouse, K.** (May 2019). The Effect of Breaks on Student Productivity: Evidence from Physical Education. Presented at Triangle Economics of Education Workshop, Sanford School of Public Policy, Duke University, May 2019.
- Benson, C.,** Palin, G., Farrell, K., Cooney, T. (2019) Agents of Change: Using Transformative Learning Theory to Enhance Business Ethics, Social Responsibility, and Social Entrepreneurship Education *Journal of Legal Studies in Business (JLSB)* Volume 22.
- Brown, E., Woollacott, J., & **Depro, B.** (2018, March). Economic Impact of AAMC Medical Schools and Teaching Hospitals. Prepared for the Association of American Medical Colleges.
- Brown, J. and **Sheridan, B.** (2020) The Impact of National Anthem Protests on National Football League Television Ratings. *Journal of Sports Economics*, 21 (8), 829-847.
- Ciuchta, M. & **O'Toole, J.** (2018) Buy local? Organizational identity and identification in the localism movement. *Business and Society*. 57(7): 1481-1497
- Cochran, S., Crittenden, V., Bal, A., Onyemah, V., **Ajjan, H.**, and Brush, C. (2019) "Go-to-Market Strategies for Women Entrepreneurs: Creating and Exploring Success." Presented at the USASBE Conference Annual Meeting in St. Pete, FL, Jan 25-27.
- Crittenden, V. L., Crittenden, W. F., and **Ajjan, H.** (2020). "Women in sales in developing countries: The value of technology for social impact" *Business Horizons*. 63, 5, September–October 2020, Pages 619-626.
- Crittenden, VL, Crittenden WF, **Ajjan, H.** (2019). Empowering women micro-entrepreneurs in emerging economies: The role of information communications technology. *Journal of Business Research* 98, 191-203.

- Crittenden, V, Crittenden, B, **Ajjan, H.** (2018) "Direct Selling in South Africa: Empowering Women Entrepreneurs." Presented at the USASBE Annual Meeting in Los Angeles, CA, January 10-14. (Received Best Paper Award by DSA)
- Crittenden, V, Crittenden, B, **Ajjan, H.** (2018) "Using ICT to Empower Women Entrepreneurs in South Africa." Presented at the Marketing Science Conference Annual Meeting in Philadelphia, PA, June 13-16.
- Crittenden, VL, Crittenden WF, **Ajjan, H. (2019)** Empowering women micro-entrepreneurs in emerging economies: The role of information communications technology. *Journal of Business Research* 98, 191-203
- DeLoach, S.** & Smith-Lin, M. (2018) The role of saving and credit in coping with idiosyncratic household shocks. *Journal of Development Studies*, 54(9), 1513-33. <https://doi.org/10.1080/00220388.2017.1380795>
- Depro, B. M.** (2018, November). Smog Standards, Jobs, and the Great Recession: The Case of Pennsylvania. Presented at the Southern Economic Association Conference 2018, Washington, DC.
- DiRienzo, C.** (2018). "Compliance with Anti-Human Trafficking Policies: The Mediating Effect of Corruption", *Crime, Law and Social Change* 70(5), 525-541.
- DiRienzo, C.** (2019). Culture, corruption, and women in government. *International Journal of Cross-Cultural Management*, 19(3), 315–332.
- DiRienzo, C.** (2019). "The Effect of Women in Government on Country-Level Peace", *Global Change, Peace & Security* Volume 31, No. 2: pp. 1 – 18: <https://doi.org/10.1080/14781158.2018.1481023>
- DiRienzo, C.** and **Das, J.** (2018). Income Distribution and Human Trafficking Outflows, *Review of European Studies*, 10(2): pp 28-36.
- DiRienzo, C.** and **Das, J.** (2019). "Women in Government, Environment and Corruption." *Environmental Development*, 30: pp 103-113.
- Dowin Kennedy, E.** 2020. The Relationship Between Beneficiary Positioning in Social Enterprises and Depth of Impacts Created. *Academy of Management Virtual Annual Meeting*. August 9-11.
- Dowin Kennedy, E.**, Beaton, E., & Haigh, N.L. 2020. Increasing social impact among social enterprises and traditional firms. Bills, D. & Rochester, C. (eds.). *Handbook on Hybrid Organizations*. Edward Elgar.
- Dowin Kennedy, E.** & Haigh, N. 2019. Forging ahead or grasping at straws? Legal structure change in social enterprises and its outcomes. *Journal of Social Entrepreneurship*. 10(1):30-54.
- Dowin Kennedy, E.** 2018. Creating community: Understanding the development of a locally oriented entrepreneurial community. *Academy of Management Annual Meeting*, Chicago, IL. 10-14 August
- Dowin Kennedy, E.**, Parris, D., Alexiou K. 2019. Navigating investment and compensation decision making in strategic social entrepreneurship. United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference. St. Petes, FL. 22-27 January.
- Fedaseyeu V. & **Strohush V.**, (2018). "A Theory of Inefficient College Entry and Excessive Student Debt," *The B.E. Journal of Economic Analysis & Policy*, De Gruyter, vol. 18(1), pages 1-21,

- Ghosh-Moulick, A., Alexiou, K., **Dowin Kennedy, E.**, & Parris, D. (forthcoming). A total eclipse of the heart: compensation strategy in entrepreneurial nonprofits. *Journal of Business Venturing*. doi: 10.1016/j.jbusvent.2019.105950
- Graves, J., McMullen, S. & **Rouse, K.** (2018). Teacher Turnover, Composition and Qualifications in the Year-Round School Setting. Forthcoming at *The B.E. Journal of Economic Analysis and Policy*.
- Guldiken, O., **Mallon, M.R.**,* Fainshmidt, S. and Judge, W.Q. (2019). Beyond Tokenism: How Strategic Leaders Influence More Meaningful Gender Diversity on Boards of Directors. *Strategic Management Journal* (40) 12, 2024-2046. *co-first author
- Islam, T.**, Newhouse, D., Yanez-Pagans, M. 2018. International comparisons of poverty in South Asia. *The World Bank*.
- Kossek, E. E., Thompson, R. J., Lawson, K. M., Bodner, T., **Perrigino, M. B.**, Bray, J. W., Buxton, O. M., Almeida, D. M., Moen, P., Hurtado, D., Wipfli, B., Berkman, L. F., Hammer, L. B. (2019). Caring for the elderly at work and home: Can a randomized organizational intervention improve psychological health?. *Journal of Occupational Health Psychology*, 24(1), 36-54.
- Lapidus, D., Taylor, N., & **Depro, B.** (2018). 2018 Washington Global Health Landscape Study. Prepared for the Washington Global Health Alliance.
- Oh, H., Bae, J.**, Kim, S. & Choi, R (2019), "Product recall as a way of Responsible Management of a Firm: The Roles of CSR Repertoires and Board Members' Sense of Ownership," *Corporate Social Responsibility and Environmental Management*.
- Oh, H., Bae, J.** and Kim, S. (2017), "Can Sinful Firms Benefit from Advertising their CSR Efforts? Adverse Effect of Advertising Sinful Firms' CSR Engagements on Firm Performance." *Journal of Business Ethics*, Vol. 143, Iss: 4, pp.643-663.
- Parris, D., Alexiou, K., **Dowin Kennedy, E.**, Linnane, M. 2018. Start with what you have: A leader's path to innovation. *Organizational Dynamics*. doi:10.1016/j.orgdyn.2018.04.002
- Perrigino, M. B.**, Dunford, B. B., & Wilson, K. S. (2018). Work-family backlash: The "dark side" of work-life balance (WLB) policies. *Academy of Management Annals*, 12(2), 600-630.
- Rouse, K.** and Hunziker, B. (2019). The Effects of Child Body Weight on Cognitive and Non-Cognitive Skills: Evidence from the ECLS-K:2011. Presented at the Association for Education Finance and Policy Annual Conference, Kansas City, MO: March
- Tadros, H.**, Magnan, M. & Boulianne, E. (2020). Is corporate disclosure of environmental performance indicators reliable or biased information? A look at the underlying drivers. *Journal of Financial Reporting and Accounting* (Accepted on May 4, 2020, published online).
- Tadros, H.** & Souissi, M. (2019). Revisiting the association between environmental performance and environmental disclosure: the case of the American utility industry. Presented at the American Accounting Association: 2019 Ohio Region Meeting in Columbus, OH.
- Tadros, H.**, & Magnan, M. (2019). How does environmental performance map into environmental disclosure?: A look at underlying economic incentives and legitimacy aims. *Sustainability Accounting, Management and Policy Journal*, 10(1), 62-96.

- Tolmie, C.R.** and Thomas Tiemann (2018). *Steel String Brewery: To Bottle or Not to Bottle*. Ivey ID: 9B18M010. London, ON: Ivey Publishing.
- Tolmie, C.R.**, Lehnert, K. and Sánchez, C.M. (2019) "Women leaders and firm performance: unpacking the effect of gender and trust" Academy of Marketing Science Conference, Vancouver, Canada (May).
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Community Partnerships and Engagement

The faculty and students of the Love School of Business are engaged in a range of community partnerships and other commitments to improving sustainability beyond Elon University. These commitments include:

- The Center for Organizational Analytics hosts annual conferences and workshops for professionals and organizations within the community. Undergraduate interns with the center also work to complete projects for clients, including working with the state of North Carolina on the NC global engagement snapshot.
- Academic Service-Learning courses partner with local community organizations and small business to foster equitable economic development. These courses include: Fundamentals of Income Taxation, Business Communications, Entrepreneurship for the Greater Good, HRM/Strategy and Consulting and Marketing Research
- The 21st annual Continuing Professional Education (CPE) Seminar for CPAs hosted sessions in professional ethics and conduct, economics of leadership, and economics of environmental justice for local CPAs.
- Pro-bono consulting for Seed Effect, and NGO operating village savings and loan programs in Uganda- Steve DeLoach, Martha and Spencer Love Term Professor, Professor of Economics and Chair of the Economics Department
- Financial consulting for the Arbor Day Foundation to develop a microfinance program- Chris Harris, Associate Professor of Finance and Chair of the Finance Department

- Consulting as a Bill and Melinda Gates Foundation Fellow in Product Strategy, Sustainability, and Architecture-Joe Green, Lecturer in Management Information Systems
- Serving as a Faculty Fellow in Social Entrepreneurship for the Sullivan Family Foundation- Elena Dowin Kennedy, Assistant Professor of Entrepreneurship
- Serving as Project Manager of an Organizational Research Study at Korn Ferry, a multinational study seeking to develop a proprietary, assessment tool and collecting international data on personality, counterproductive work behaviors and green behaviors—Brittany Mercado, Assistant Professor of Management