

KANSAS STATE
UNIVERSITY

College of Business
Center for Principled Business



FY21 ANNUAL REPORT



MISSION, VISION, GOALS AND OBJECTIVES

Mission

The mission of the Center for Principled Business within the College of Business at Kansas State University is to engage in teaching and research activities that develop business leaders and enhance societal prosperity. The center offers cross-disciplinary research and academic and co-curricular programs for K-State students, high school students and working professionals.

Vision

The vision of the center is to be the premier institution for the study of effective practices that foster business innovation and growth for the benefit of society.

Goals and objectives of the center

1. To provide academic programming to K-State students that develops them into effective business leaders.
2. To sponsor business research that addresses important business questions around topics such as efficient capital allocation, market regulation, employee values, business organizational and governance structures, individual employee empowerment, decision-making and compensation systems with the goal of improving the practice of business.
3. To engage working professionals with non-credit offerings that enhance their ability to manage and operate within their organizations.
4. To support students through scholarships to study effective business practices.

AFFILIATED FACULTY/PERSONNEL GROWTH

Rachel Mui

Dr. Mui holds a Ph.D. in strategic management from Oklahoma State University and joined the faculty in a tenure-track role as an assistant professor of entrepreneurship. Dr. Mui formerly served as an assistant professor of strategy and innovation at the Rennes School of Business in Rennes, France. Her research interests include: performance feedback, strategic decision-making, gender roles, upper echelons and innovation. In addition to teaching and research activities, Dr. Mui also has significant experience working with undergraduate entrepreneurship programming through a variety of roles at the Riata Center for Entrepreneurship at Oklahoma State University.

During the 2020–2021 academic year, Dr. Mui facilitated several workshops for both academic and community audiences, assisted with the Innovation and Strategy Case Competition, co-lead a project to redesign curriculum for the business innovation and the entrepreneurial mindset course, and organized a new summer internship program. Dr. Mui's students are working on consulting projects in partnership with 11 regional businesses.

Jake Duke

Dr. Duke holds a Ph.D. in entrepreneurship from Oklahoma State University and joined the faculty as an instructor in the management department at the college. Dr. Duke teaches courses in both entrepreneurship, as well as management, and engages in a variety of activities through the Center for Principled Business. Dr. Duke formerly served as an assistant professor in the Department of Management and Organization at the Rennes School of Business, in Rennes, France. Dr. Duke has significant teaching experience at both the undergraduate and graduate level and has worked with a variety of student organizations, led study abroad trips and facilitated other co-curricular activities.

During the 2020–2021 academic year, Dr. Duke coordinated the K-State Launch annual entrepreneurship competition, assisted with the Innovation and Strategy Case Competition, and is working with transfer students in the college's Jump Start program during the summer. Dr. Duke also co-lead a project to redesign curriculum for the business innovation and the entrepreneurial mindset course.

Holly Loncarich

Dr. Loncarich completed her Ph.D. in business management at the University of Arkansas in December 2020 and joined the faculty at K-State in a tenure-track role as an assistant professor of management in January 2021. Dr. Loncarich brings significant teaching and research experience and teaches courses in management, engages in research activities and works with the Center for Principled Business through various service activities. Dr. Loncarich will serve as a faculty advisor for the Women in Business student organization.

Brian Silverstein

Dr. Silverstein recently completed his Ph.D. in finance from Florida Atlantic University and will join K-State as a clinical assistant professor of finance. In addition to teaching experience in both higher education and executive programs, Dr. Silverstein brings extensive experience in the financial sector. Roles held include derivative market manager, portfolio risk manager, portfolio manager and actuary. We are very excited for the range of classes and workshops Dr. Silverstein will be able to offer when he joins the faculty in the College of Business.

Eric Higgins

Dr. Higgins is a tenured professor of finance at the College of Business. He previously served as a faculty fellow for the K-State Provost, assisting with a transition to a modernized budget model, and held the position of associate dean in the college. Dr. Higgins has decided to return to his previous faculty position and will also serve as the research director for the center beginning in fall 2021.

RESEARCH AND ACADEMIC SUPPORT

The Center for Principled Business at Kansas State University engages in teaching and research activities to develop business leaders and enhance societal prosperity. The center works to increase the public's awareness and understanding of issues related to entrepreneurship and innovation, business ethics and economic education. The research focus of the center is around the confluence of markets, businesses and individuals and how those three groups interact to create value for society.

RESEARCH GRANTS

This year, the center provided funding for three faculty members to pursue research projects that align with center interest areas. Following are this year's research grant recipients and titles of their projects.

Kyle Bradley, assistant professor, Department of Management, *"An Experimental Study Investigating the Impact of Goal Setting and Team Identification on Team-Level Altruism."*

Shuang Zhu, associate professor, Department of Finance, *"Do Borrower Protections Protect Borrowers? Evidence from Foreclosure Auctions."*

Myung Kyo (MK) Kim, associate professor, Department of Management, *"Incremental and Radical Product Innovation Capabilities in a Quality Management Context."*

OTHER PROJECTS

Sabuhi Sardarli, associate professor and Phillips 66 Faculty Fellow, *"The Challenge of Retirement."* Sardarli discusses the need for regulatory changes to enable better investment guidance for retirement planners.

Rachel Mui

- *"How Underperformance and Syndication Networks Shape Strategic Change in Venture Capital Firms"* (Accepted at Entrepreneurship Theory and Practice, one of the top journals in the field of entrepreneurship).

- *"Merit versus Maleness: How Strategic Positioning Can Mitigate External Gender Bias"* (In progress, revision and resubmission).
- *"Do Gender-Appropriate Executive Actions Benefit Female CEOs? The Role of CEO Gender in Market Reactions to Corporate Social (Ir) Responsibility"* (In progress, revision and resubmission).
- *"Walking the Talk: Public Historical Rhetoric, Traditions and External Stakeholder Perceptions"* (Best paper at Academy of Management Conference 2021).

Holly Loncarich

- Abdurakhmonov, M., Ridge J., Hill, A., & Loncarich, H. *"Strategic risk and lobbying: Investigating Lobbying Breadth as Risk Management."*
- Corwin, E., Loncarich, H. & Ridge, J. *"What's it like inside the hive?: Managerial Discretion Drives TMT Gender Diversity of Women-Led Firms."*

Jake Duke

- Duke, J., Havakhor, T., Mui, R., & Parker, O. *"A Closer Look at Problemistic search: Understanding Strategic Change and Change Enablers among VCs."* Presented at the 2020 annual meeting of the Academy of Management in Vancouver, BC, Canada. Accepted: Entrepreneurship Theory and Practice.
- Duke, J., Havakhor, T., Mui, R., & Parker, O. *"Status Centrality and Structural Holes as Drivers of Aspiration Salience."* Presented and nominated for the best conference paper award at the 2018 Strategic Management Society's 38th annual conference in Paris, France. Under Review: Journal of Business Research.
- Duke, J., Batjargal, B., & Havakhor, T. *"To Dance with Strangers One Needs a Good Wingman: How Existing Ties Enable Search for New Partners."* Presented at the 2018 Babson College Entrepreneurship Research Conference in Waterford, Ireland. Preparing submission: Journal of Business Venturing.

SCHOLARSHIPS

The center awarded **50 Menard Family Innovation Scholarships** in the amount of \$1,000 during the 2020–2021 academic year. Students can utilize scholarship funding to take classes in the innovation track within the entrepreneurship program. Students complete an application outlining their academic and career interests, and are awarded as we consider both merit and need.

ACADEMIC PROGRAMMING

Menard Family Scholars Program



The center launched the Menard Family Scholars Program by welcoming 29 students in August 2020. The mission of the program is to offer the premier freshman business leadership

development experience for high-achieving students at K-State's College of Business. The program is a year-long, cohort-based program designed to foster leadership development, ethical decision making and innovating thinking, while gaining technical knowledge and skills through rigorous coursework. Students take 10 hours of academic credit (five courses) in common and also engage in a variety of other personal and professional development events and activities throughout the year. Despite a challenging year, the program was received very well by both students and faculty members. Activities ranged from workshops, a book club (students read

"Good Profit" by Charles Koch), young alumni panels, guest speakers, and interviews with corporate partners.

During the spring of 2021, a new cohort has been selected, and the program will welcome 30 new scholars to campus during the fall semester of 2021. The group looks forward to being able to travel and visit corporate partners both within and outside of Kansas on learning trips during the upcoming academic year.

Innovation and Strategy Case Competition

The second annual K-State Innovation and Strategy Case Competition gave students experience in analyzing a current business case and providing strategic recommendations for the company. This year's case focused on Zoom videoconferencing, and how the company can leverage its broad adoption into sustainable future growth. The finals were livestreamed over Zoom with industry judges including Zoom executive and K-State alum, Nick Chong.



OUTREACH INITIATIVES

High school programming

DECA Fall Challenge

The center partnered with DECA, to offer a “Fall Challenge” opportunity to students from around the state. Students engaged in a case study about innovation during COVID-19 in the hospitality industry. Top placing students were awarded scholarships to pursue degrees in business at K-State.

Kansas High School Stock Pitch Competition

The Kansas High School Stock Pitch Challenge, hosted by Kansas State University’s College of Business Administration’s Department of Finance and Center for Principled Business, is a scholarship competition that invites all Kansas high school students to compete and learn about stock investing. The purpose of the competition is to teach students about stock analysis skills, finance and investment, while competing for K-State scholarships.

Each team wrote three reports on their chosen company, with buy and sell recommendations. Top placing teams received \$1,000 scholarships to pursue degrees in business at K-State.

Women in Business



Despite comprising more than half of the workforce, women are significantly underrepresented at all levels within American companies. As of May 2020, just 7.4% of Fortune 500 companies had female CEOs (Fortune, 2020).

Beyond CEO positions, women are significantly underrepresented at all levels within companies in the United States. According to the McKinsey and Company’s 2020 Women in the Workplace Study, only 28% of senior vice president-level positions and 21% of C-Suite positions were held by women. In addition to the disparity in representation, women working full time in the U.S. are paid 82 cents to every dollar earned by men (AAUW, 2020).

The Center for Principled Business at Kansas State University’s College of Business will strive to change these statistics through the establishment of the K-State Women in Business Initiative. This new initiative will serve current students, alumni and businesswomen, as well as regional high school students. The initiative will foster a network of innovation and collaboration through academic and co-curricular learning opportunities and conduct business research to provide insights supporting women in the workplace.

The Center for Principled Business is ideally positioned to launch this initiative. The center’s mission is to engage in teaching and research activities that develop business leaders and enhance societal prosperity. Through our work in economic education, entrepreneurship and innovation, and business ethics, we will build academic and co-curricular programming to advance opportunities for women in the workplace. This initiative enhances overall societal prosperity, as research shows that company profits and share performance can be nearly 50% higher when women are well represented in leadership (McKinsey & Company, 2020). The initiative is committed to empowering individuals to break barriers that stand in the way of realizing their full potential.

The initiative will launch with a one-day career summit, with tracks for both high school and college students, on Friday, October 22, 2021. Leanne Caret, CEO of Boeing Defense, Space and Security, will be this year’s keynote speaker.

Other possible activities/opportunities include:

- Scholarships
- Educational trips
- Executive education
- Research
- Expanded mentoring and networking opportunities
- Additional Women in Business student organization programming
- Academic programming (such as a Women in Business Leadership Course)



Student internships and other projects

United Way

Ten undergraduate students are currently working with the Konza United Way to learn about community leadership, board governance and the importance and role of philanthropy as future business leaders. Students are serving on various board committees and serving on the organization's board in non-voting roles. They are also engaging with the organization in other ways and we plan to expand upon this initiative as we move into the next academic year.

Economic impact study for No Stone Unturned Foundation

No Stone Unturned Foundation, a local therapeutic learning center, approached the College of Business about the need for an economic impact study to advance fundraising needs for the organization as they work to move into a new facility. Marcia Hornung is working with a student who is finishing his degrees in entrepreneurship and economics to conduct this economic impact study. Completion date will be August 2021.

OTHER

Advisory Council

The center established an advisory board to guide its strategic initiatives.

- **Laura Hands**, community affairs director, Koch Industries
- **Bill Keller**, president, Stanion Wholesale Electric Company
- **Victor Ojeleye**, FP&A lead, protein ingredients, Cargill
- **Brad Razook**, executive vice president and CEO of resources, Koch Industries
- **Rebecca Robinson**, chief corporate engagement and economic development officer, Kansas State University Innovation Partners
- **Bill Turnley**, department chair, management, College of Business

LOOKING AHEAD

Student Fellows

The center plans to expand upon the initiative with United Way to develop a Principled Business Student Fellows Program. Students will develop specific competencies, such as content creation, social media outreach, graphic design, project management, etc., and put their skills to work with through the center's programs. The center is also partnering with Powercat Financial, where students majoring in finance will develop skills to provide financial peer counseling and develop new programs and conduct research to facilitate program development and improvement with the center. We are very excited about this partnership as we move into FY2022. Brian Silverstein, our new clinical assistant professor of finance, will facilitate opportunities for students within this partnership.

Faculty Fellows

As we build upon our applied business research and outreach initiatives, the center plans to establish a Faculty Fellows program to fund cross-disciplinary research projects related to center interest areas. Eric Higgins will join the center as research director in fall 2021 and will work to launch this exciting new initiative to inform business practices in our region and beyond.

Learning trips with Menard Scholars

Menard Scholars do not receive scholarships for being selected into the program; instead we had planned to invest in learning experiences. Some of the activities planned for the 2020–2021 academic year were educational trips to connect students with alumni and corporate partners both within and outside of Kansas. We intend to take two to three trips during the 2021–2022 academic year and look forward to working with both the 2020–2021 and 2021–2022 cohorts to engage in hands-on learning about innovation, ethics and many aspects of business leadership. We are planning trips to Koch Industries, Boeing, several companies in the finance industry and possibly a trip to the Silicon Valley area in California, to connect with Zoom, LinkedIn and other partners.

Outreach

The center is working with the Department of Management to develop executive education programs for regional companies. We hope to expand into the area of executive education and are also looking at developing some micro-credentialing options in the near future.

Women in Business initiative

The initiative will launch in October 2021. One of our key goals is to increase enrollment in the college, particularly in disciplines that have high percentages of male enrollment such as finance, management information systems, operations and supply chain management, and entrepreneurship.

Scholarships

We are excited to expand our Menard Family Innovation Scholarship Program in the newly established innovation track within our entrepreneurship program. Our recently updated curriculum in business innovation and the entrepreneurial mindset course has now moved into our “business core” and will be required for all students who pursue degrees in business. We anticipate increased interest in entrepreneurship and innovation to result from increased exposure to program opportunities.

Innovation and Strategy Case Competition

We look forward to offering our third annual Innovation and Strategy Case Competition during the spring 2022 semester. We have received very positive feedback about the program and look forward to offering this opportunity for students again during the upcoming academic year.

KANSAS STATE

College of Business



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