

Academic Year 2019-2020  
Annual Report

July 1, 2019 – June 30, 2020



# 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 premiere 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 own organizations.
4. To support students through scholarships to study effective business practices.

## Notes from Academic Year 2019-2021

Despite our university moving to a virtual format in mid-March due to the current pandemic, the Center was able to achieve nearly all of the goals planned for its first year of operations. While several activities required a different format, the Center continued all operations. We look forward to the possibility of increased face-to-face engagement in the next year, and also continue to prepare to work remotely if conditions change. The following pages will highlight the captured opportunities from the past academic year.

## Personnel Growth

### Center Director

Marcia Hornung was hired in October 2019 as the first director for the Center for Principled Business. Ms. Hornung holds a Master of Public Administration degree and has extensive professional experience in both the private sector and at the university level. She has served as an instructor and program lead in the College of Business' entrepreneurship program, and as a program director and instructor at the Staley School of Leadership Studies at Kansas State University. Ms. Hornung was the first director for the Snyder Leadership Legacy Fellows program, developed to honor Hall of Fame Football Coach Bill Snyder. Marcia also facilitated the Leadership Manhattan Program, sponsored by the Manhattan Area Chamber of Commerce for several years, and offers professional development for a variety of regional companies. Ms. Hornung has a proven record of fundraising and successful grant writing.

In FY20, Ms. Hornung taught classes in Entrepreneurship and Social Entrepreneurship. During FY21, she will also instruct the Future Business Leaders class for the Menard Family Scholars.

### Support Staff

Courtney Roszak joined the College as a program assistant in January 2020. Ms. Roszak will support both the Center for Principled Business as well as the Department of Finance within the College of Business. Ms. Roszak holds a degree in public relations and multimedia from the University of Wisconsin – Eau Claire. Ms. Roszak brings experience in public relations writing, event planning, social media management, and graphic design. Ms. Roszak is also currently pursuing a Master of Business Administration degree at Kansas State University.

### Incoming Faculty – Fall 2020 Academic Year

#### Rachel Mui

Dr. Mui holds a Ph.D. in Strategic Management from Oklahoma State University, and will join the faculty in a tenure-track role as an assistant professor of Entrepreneurship. Dr. Mui is currently serving 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.

#### Jake Duke

Dr. Duke holds a Ph.D. in Entrepreneurship from Oklahoma State University, and will join the faculty as an instructor in the Management Department at the College. Dr. Duke will teach courses in both Entrepreneurship as well as Management and will engage in a variety of

activities through the Center for Principled Business. Dr. Duke currently serves 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.

### **Holly Loncarich**

Ms. Loncarich is a Ph.D. candidate in business management at the University of Arkansas, and will complete her doctoral program during summer 2020 and will join the faculty at Kansas State in a tenure-track role as an Assistant Professor of Management. Ms. Loncarich brings significant teaching and research experience and will teach courses in Management, engage in research activities, and work with the Center for Principled Business through various service activities.

## Research and Academic Support

### Research Grants

The Center awarded two \$10,000 research grants for faculty members with proposals that aligned with the Center's interest areas. Research will commence for these projects during summer 2020. Future research projects will be developed during the 2020-2021 academic year with current and new faculty members. Center faculty is working with the College's research director to develop and implement a process for research proposals and awards for the upcoming academic year.

**Brooke Beyer**, Assistant Professor of Accounting, will complete the following project:

- *Early Evidence of the use of Foreign Cash Following the Tax Cuts and Jobs Act of 2017.*
  - This project examines the outcome of the Tax Cuts and Jobs Act of 2017 on firm domestic capital investment. The Act was designed to spur domestic economic growth by increasing the repatriation of foreign cash under more favorable economic terms for firms. This could lead to more flexibility with capital allocation among firms, which could result in more value creation. Opponents of the Act argue that the repatriated earnings would increase shareholder payouts rather than increase domestic investment. This research relates to the Center's focus area of capital allocation.

**Tsvetomira Bilgili**, Assistant Professor of Management, will complete the following project:

- *A Meta-Analysis of the Relationship of Strategic Alliance Networks with Firm Performances and Alliance Success.*
  - This project focuses on how relational and structural embeddedness of firms and their alliances (in networks) affect organizational performance via value creation. The concept for this project is that interorganizational trust can be increased, uncertainty decreased, and knowledge sharing increased such that new growth and performance-enhancing opportunities (i.e. value creation) are available to firms. This topic relates to the CPB interest area of business organizational and governance structures improving the practice of the business.

### "Jump Start" Grants for Cases, Courses, and Modules

As Center activities commenced during the early part of 2019, a request for proposals for cases, courses, and modules was sent to College faculty members. Four of the proposals were funded in the amount of \$3,000 per project. Each of the projects were completed by the end of the spring 2020 semester.

**Sabine Turnley**, Instructor of Management, module, "*Developing Analytical and Problem-Solving Skills.*" This module was developed to teach case study methodology, and can be

incorporated in courses, as well as used to help students prepare for case competitions, and by career services to help students prepare for interviews that are case-based. Ms. Turnley's module was utilized for the Innovation & Strategy Case Competition. We received very positive feedback about the module and plan to continue to use it in the future for a variety of purposes.

This module was utilized for the Innovation & Strategy Case Competition; approximately 300 students were able to engage in this module to aid in preparation for the competition.

**Brandon Savage**, Instructor of Management, case, *"Two Guys in a Garage."* This case is intended for use for competitions, trainings, or in a classroom setting. The purpose of the case is to facilitate student development as innovative business leaders. The case illustrates the "real life" challenges in trying to innovate within a large company, and demonstrates the difficulties and key actions associated with launching a successful product in an existing space.

**Daniel Minick**, Instructor of Management, module, *"Disruption & Innovation."* This module focuses on the Theory of Disruption and history of how disruption in markets have led to both creative destruction (Schumpeter) and innovation and growth of completely new supply chains. The module can be utilized in undergraduate or graduate courses or in professional development workshops.

**James Bloodgood**, Professor of Management, class, *"Innovation in Organizations."* This course is now available for students pursuing a major or minor in entrepreneurship, and can also be used to fulfill elective credits for students within the College of Business. The course provides instruction, including experiential-based activities, that advances students' understanding of the innovation processes used in organizations. This class will be offered during the 2020-2021 Academic year, beginning in the Spring 2021 semester.

## Scholarships

The Center awarded 20 scholarships in the amount of \$1,000 to undergraduate students to pursue courses within the newly established "innovation track" in the College's entrepreneurship program. Many of the students have expressed that they would not have been able to continue taking courses in entrepreneurship without scholarship support.

- Scholarships were awarded for courses to be taken during the 2020-2021 academic year. Students submitted an application that inquired about need as well as interest in taking courses in the innovation track within the program. A committee of faculty members selected recipients for this round of scholarship support.

## Academic Programming

### Center for Principled Business Innovation & Strategy Case Competition

The Center launched a new case competition during the spring 2020 semester, which was open to all junior- and senior-level students enrolled at K-State. The inaugural CPB Innovation & Strategy Case Competition gave students experience in analyzing a current business case and providing recommendations for the company. The Center awarded a total of \$5,000 scholarships to top competitors.

The case focused on alternative proteins and where to invest for sustainable growth. Students developed reports as if they were consultants for a company considering investment in alternative proteins. More than 20 faculty members served as judges for the competition, as each submission was reviewed by multiple faculty members in each of the two rounds.

This semester's final round of the competition was modified to an online format in response to the COVID-19 pandemic. In total, nearly 300 students and 70 teams participated in the competition. For the first round, students submitted recommendation reports for a case related to alternative proteins. 7 teams advanced to the final round of competition.

### Menard Family Scholars Program

The Center will launch the Menard Family Scholars Program in Fall 2020. The mission of the program is to offer the premiere freshman business leadership development experience for high achieving students at Kansas State University's College of Business. During the Spring and Summer, the program was developed, and incoming students applied and were selected for the inaugural cohort of scholars.

The program will engage up to 30 outstanding freshman business students in a year-long, cohort-based program designed to foster leadership development, ethical decision making, and innovative thinking, while gaining technical knowledge and skills through rigorous coursework. Through industry learning trips, alumni connections, one-on-one mentoring, and other exclusive experiences, students will explore college leadership opportunities and career pathways in the business sector. The program incorporates 12 Student Leadership Competencies (developed by Dr. Corey Seemiller) that align with AACSB learning outcomes.

Students will have the opportunity to work with top faculty members as they transition to college life, and benefit from early access to the College of Business Career Development Program, specialized advising, and career shadowing experiences. Students will gain personal, professional, and career skills, while building a peer and professional network with high achieving individuals.

During the Fall 2020 semester, each of the Menard Scholars will enroll in ENTRP 340: Introduction to Entrepreneurship and Innovation, LEAD 212: Introduction to Leadership

Concepts, and GENBA 195: Future Business Leaders (exclusive section). The Future Business Leaders course will serve as the connection course between the two other courses students will take together. Marcia Hornung, Center Director, will facilitate the Future Business Leaders Course. During the Spring 2021 semester, Menard Scholars will enroll in MANGT 420: Principles of Management, and GENBA 205: Career Accelerator (exclusive section).

Potential students were identified by the College's recruitment team (based on high school GPA and SAT/ACT scores) and given information about the program and its application process. All students submitted an online application, including a current resume, and were then interviewed by faculty members within the college. Students were selected by a faculty committee for participation in the program. The Menard Scholars program is currently at maximum capacity for its first year of operation.



## Outreach Initiatives

In alignment with our university's land grant mission, the Center engages in teaching and research activities to develop business leaders and enhance societal prosperity. We work to increase the public's awareness and understanding of issues related to entrepreneurship and innovation, business ethics, and economic education.

The Center is currently developing and releasing practitioner-focused research briefs, working papers, articles, video commentary, and other thought pieces related to our focus areas, the current pandemic situation and political climate, and their impacts. The Center's outreach efforts are centered around the confluence of markets, businesses, and individuals and how those three groups interact to create value for society. General topics of interest include: effective capital allocation, ethical behavior, entrepreneurial thought processes, innovation, decision making in organizations, and compensation/incentive systems.

The Center is working with College communications staff to determine specific outlets and platforms for content delivery. To date, the Center has released an economic update from Dr. Eric Higgins, Associate Dean and Professor of Finance, a policy piece by Dr. Sabuhi Sardarli, related to regulations associated with retirement planning, and a video interview series with local entrepreneurs related to innovation during challenging times. Several other projects are currently being developed and will be available in the near future.

## Missed Opportunities and Improvements for Next Year

The Center was able to achieve nearly all of the goals related to the development and delivery of planned activities during its first year of operations; however, there were a few missed opportunities and areas for improvement during the next year.

- **High School Programming** – The College had planned a summer camp for high school students to take place during the 2020 summer months. Due to the pandemic situation, camp was not able to take place. The Center is exploring alternate ideas for developing and delivering content for high school students.
- **Executive Education** – the Center has originally intended to begin developing and delivering executive education related to a variety of topics during the later part of FY20. Due to the pandemic, the Center pivoted to begin offering outreach through videos, which has resulted in an exciting opportunity for faculty members within the College and University that has potential to benefit a larger number of individuals than previously planned educational activities.
- **Personnel** – The Center planned to hire for a tenure-track position within the Department of Finance. Due to the university-wide hiring freeze, this search was not completed. We hope to restart the hiring process during FY21 for this position.

## Looking Forward

The Center has outlined several goals for the upcoming year in the following categories: overall center operations, academic programming, noncredit programming, research, and grant fund administration.

### Center Goals

- **Build advisory board** – The Center intends to continue to build its advisory board in FY21. We are working to identify and select board members who will work with the center to advance its mission and vision.
- **Strategic plan and metrics for success** – Center staff is currently working to revise the strategic plan and metrics for success as originally developed in the concept paper for the Center. We anticipate having this plan and metrics during Quarter 1 of FY21.
- **Strategic partnerships** – The Center will continue to engage with other similar centers across the country and build strategic partnerships locally, regionally, and nationally. Center director, Marcia Hornung will be attending a virtual conference offered through the Mercatus Center in Washington, D.C, in July 2020 and has been connecting with other campus directors on a regular basis.

## Academic Programming

- **Menard Family Scholars Program** – The Center plans for a successful launch of the inaugural cohort of Menard Scholars. During FY21, we will also continuously assess curriculum and recruit and select a cohort for the 2021-2022 academic year.
- **Scholarships** - The Center will continue to offer scholarship support for students who pursue the innovation track within the entrepreneurship minor. We will monitor growth and student experienced within this track as we move forward. The number of scholarships will be increased during FY21.

## Noncredit Programming

- **Case competitions and other cocurricular programming** – The Center will continue to develop and support meaningful learning opportunities for students, such as case competitions, during the next academic year.
- **High School Programming** – The Center will work to develop and deliver programming for high school students within our state.
- **Outreach initiatives** – The Center intends to offer content in a variety of formats to practitioners in our networks within the next year. We intend to offer significantly more content, focused on the interest areas of the Center and utilize the expertise of our faculty members. We will also explore ways to engage faculty and others outside the College in these initiatives.

## Research

- **Research agenda** - The center will develop a more specific research agenda within the next year and communicate with faculty members and supporters of the updated plan.
- **Research support** – The Center will fund a larger number of research projects in FY21 (3 – 4 grants are anticipated).

## Grant Fund Administration

- **Outreach Grants** – Outreach grants in the amounts of \$1,000 - \$3,000 will be offered to support the work of faculty members who develop content for the Center’s outreach initiative.