BUSINESS & SOCIETY INSTITUTE

2021-2022 IMPACT REPORT
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>Dear Changemakers</td>
</tr>
<tr>
<td>04</td>
<td>About The Institute</td>
</tr>
<tr>
<td>05</td>
<td>Courses</td>
</tr>
<tr>
<td>06</td>
<td>Student Experience</td>
</tr>
<tr>
<td>09</td>
<td>Microbusiness Development</td>
</tr>
<tr>
<td>11</td>
<td>Women Farmers Empowerment</td>
</tr>
<tr>
<td>12</td>
<td>Research &amp; Thought Leadership</td>
</tr>
</tbody>
</table>
One of the first books I read in graduate school was philosopher Thomas Kuhn’s *The Structure of Scientific Revolutions*. Published in 1962, the book describes how much of science is based on the accumulation of facts and theories over time to solve a given puzzle (or what Kuhn called “normal science”). This accumulation of knowledge eventually comprises a paradigm, or a dominant understanding of how the world works based on the best data available. However, sometimes paradigms shift when new information is introduced that provide better solutions to the puzzle (think the Copernican Revolution that radically altered how we thought about planetary movements).

According to Kuhn, paradigm shifts can be disorienting. They are perplexing because they come from outside the mainstream and require us to question knowledge that we take for granted. And some have a lot invested in the old way of thinking.

We visited Kuhn’s ideas in our Business & Society class this semester as we discussed and debated the purpose of the corporation. This year has witnessed an exciting expansion and elaboration of social and environmentally-minded corporate and investor behavior under the umbrella of Environmental, Social, and Governance (ESG). However, such activity has also been met with an increasingly vociferous reaction as recently demonstrated by states across the country enacting or considering laws punishing companies for taking stances on things like climate change and diversity.

It is too soon to tell whether we are experiencing a paradigm shift away from shareholder capitalism to a paradigm centered more on stakeholders. (Stakeholder capitalism, for example, is hardly a new idea.) But the recent reactions suggest a paradigm is being disrupted. One way to find clarity amidst the chaos is to look to the evidence. There is increasing evidence that ESG is positively correlated with financial performance for both firms and investors. And green jobs will continue to grow. But it is also true that there is a lot of confusion and contestation in the ESG space right now.

As an academic research center focused on real-world problems, we do our best to ground our work in research and develop programs with documented track records. And while we are not philosophers like Kuhn, we do not shy away from some of the big-picture questions about the role of business in society, either. After all, if a paradigm shift is imminent, then we want front row seats to witness the breakthrough.

With gratitude,

Wes Longhofer  
Executive Academic Director
ABOUT THE BUSINESS & SOCIETY INSTITUTE

An academic research center within Emory University’s Goizueta Business School, the Business & Society Institute addresses complex challenges confronting people, the planet, and the business community through academic discovery and purposeful action. The Institute generates research insights that it employs in its teaching and programmatic work on the critical challenges that businesses and their stakeholders must address together, such as inequality and climate change, as well as possible solutions, such as purpose-driven entrepreneurship, transparent trade, and reimagined corporate responsibility.

TEAM MEMBERS

The talented individuals delivering impact on campus and in the community:

Dylan Bahena
Sushma Barakoti
Giselle Barrera
Alina Bills
Fran Carroll
Brian Cayce
Brian Goebel
Prof. Erika Hall

Kareem Hall
Erin Igleheart
Prof. Robert Kazanjian
Prof. JB Kurish
David Kyle
Prof. Wesley Longhofer
Randy Martin
Sam Moss

Mayte Vinces Peck
Ruth Reid
Prof. Peter Roberts
Prof. Omar Rodríguez-Vilá
Chad Trewick
Tené Traylor
Mercedes Uzuegbunam

The many organizations that worked alongside us to deliver impact:

PARTNERS & COLLABORATORS

Accenture
Allegro Coffee
Asociacion Nacional del Café de Guatemala
Bank of America
Caravela Coffee
Catholic Relief Services
Center for Civic Innovation
Counter Culture Coffee
Delta Community Credit Union
East Lake Foundation
Goizueta Executive MBA Class of 2022

Focused Community Strategies
Friends of Refugees
IBM / Call for Code
IWCA El Salvador, Honduras, & Nicaragua
Moderna
Momentive.ai
Nature Conservancy
PNC Bank
Purpose Built Schools Atlanta
Rainforest Alliance
Regions Foundation

Stumptown Coffee Roasters
Taco Bell
Target Corporation
Technoserve
The King Center
The Philanthropy Lab
University of South Carolina Upstate
UPS
Yahoo! Finance

CONNECT WITH US

EMORY.BIZ/SOCIETY  @GOIZUETABIZSOCIETY  @GOIZUETABIZSOCIETY  @GOIZUETABIZSOCIETY  @GOIZUETABIZSOCIETY  @GOIZUETABIZSOCIETY  @GOIZUETABISI

2021-2022 BUSINESS & SOCIETY IMPACT REPORT
We develop next-generation systems thinkers and problem solvers through both coursework and a variety of experiential learning opportunities.

<table>
<thead>
<tr>
<th>Course</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bias in the Workplace</td>
<td>(Prof. Hall)</td>
</tr>
<tr>
<td>B Corp Learning Lab</td>
<td>(Goebel)</td>
</tr>
<tr>
<td>Business &amp; Society</td>
<td>(Prof. Longhofer)</td>
</tr>
<tr>
<td>ESG Norway Global Experiential Module</td>
<td>(Prof. Dye)</td>
</tr>
<tr>
<td>Grounds for Empowerment Business Tools Workshop</td>
<td>(Prof. Roberts)</td>
</tr>
<tr>
<td>Marketing IMPACT</td>
<td>(Prof. Rodriguez)</td>
</tr>
<tr>
<td>MBA Social Enterprise &amp; Impact Investing</td>
<td>(Prof. Kurish)</td>
</tr>
<tr>
<td>The Past, Present, and Future of Specialty Coffee</td>
<td>(Prof. Roberts)</td>
</tr>
<tr>
<td>Philanthropy Lab</td>
<td>(Goebel &amp; Traylor)</td>
</tr>
<tr>
<td>Social Enterprise &amp; Impact Investing</td>
<td>(Prof. Roberts)</td>
</tr>
</tbody>
</table>

The Philanthropy Lab course introduces business school students to the role of philanthropy in addressing inequality in Atlanta. The class partners with the Center for Civic Innovation to identify innovative nonprofits addressing inequity through justice, arts, food security, youth development, and more. This year’s class was divided into seven mini-foundation teams. Each team delegated member responsibilities, established a specific mission, identified potential grantees, reviewed grant applications, and selected the final grant recipients. Students gained insight from nonprofit leaders, Emory faculty, civic leaders, and philanthropists.

“I’ve really loved the guest speakers throughout the course. It was amazing to have real practitioners who are doing incredible work in Atlanta come to speak to us about the challenges and triumphs they’ve experienced as philanthropists. They were honest about how far Atlanta has come and how much work lies ahead of us, which made me excited to go get engaged in organizations within my community.”

Carolyn Collins 22MBA
We advise student leaders and sponsor extracurricular initiatives that achieve social and environmental impacts right here, right now.

Social Enterprise Fellows Program

The Social Enterprise Fellows Program recognizes Goizueta Business School students (BBA, EvMBA, and MBA) who demonstrate both a deep interest in social and environmental impact and commitment to the Institute's core focus areas. Fellows have access to the necessary hands-on education, exposure, and experiences to develop their capabilities as next-generation social sector leaders whether immediately after graduation or later in their careers. To date, 85 students have graduated from our Fellows program.

Program Benefits include career coaching and mentorship through Executives-in-Residence and faculty/staff, cohort-based events/social activities, dedicated personal development funds, directed study consulting projects, and opportunity to apply for summer or post-grad internship stipend funds for work in the social enterprise field.

2021-2022 Fellows

Katalia Alexander 22BBA*
Jasmine Burton 22MBA*
Joe Collica 22BBA*
Carolyn Collins 22MBA*
Danni Dong 23MBA/MSPH
Brien Faucett 23EvMBA
Julie Flores 22EvMBA*
Samme Kass 23BBA
Jared Kassman 22MBA*
Elana Kavouriadis 22BBA*
Arun Kodakadath 23MBA
Margaret Kuster 22MBA/MDiv*
Nikhil Mathur 23MBA
Sophie Maus 23MBA
Kat Meagley 23EvMBA
Margot Merwin 23MBA
Nikhil Mysore 23MBA
Clara Rauel 23EvMBA
Bonnie Schipper 23MBA/JD
Breanna Spurley 22MBA*
Sonia Sharma 22MBA*
Kimia Tabatabaei 23BBA
Vanecia Thompson 22EvMBA*
May Zhou 23BBA
Graham Zinger 23MBA
* Graduating fellows

Fellows Directed Study Projects

To provide real world consulting experience to Fellows, we designed semester-long client experiences for students to work directly with leaders from social enterprises in the US and globally on business plans, go-to-market strategies, operational improvement initiatives, and more.

• Jasmine Burton 22MBA, Be Girl
• Brien Faucett 23EvMBA, Maine Media
• Margaret Kuster 22MBA, Fresh Food Connect
• Kat Meagley 23EvMBA, Rimidi
Summer Fellows Social Impact Stipend Awardees

- Jasmine Burton 22MBA worked for the social venture that she founded Wish for WASH, an organization committed to amplifying more diverse voices and inclusive innovations in the water, sanitation and hygiene (WASH), and global health sectors.
- Nikhil Mathur 23MBA worked for Symbrosia, a cleantech startup reducing methane emissions with the world’s mightiest seaweed.
- Vanecia Thompson 22EvMBA worked for SwemKids, a nonprofit school-based program that teaches children introductory swimming lessons and water safety skills.
- May Zhou 23BBA worked for Elemental Excelerator, a nonprofit on a mission to redesign systems at the root of our climate crisis by breaking down barriers to innovation.

“It can be challenging—but not impossible—to focus on purpose-driven work in a capitalism-driven society. The good news is you do not have to wait until the distant future to give back or make an impact in the public and nonprofit sectors now. Seek professional and personal opportunities that have values that directly or closely align with your values and be intentional.”

Vanecia Thompson, 22EvMBA

Executive-in-Residence Coaching Sessions

The institute appointed Executives-in-Residence (EIRs), Sam Moss and David Kyle, provide guidance to students and alumni who are developing careers with long-term social impacts, pursuing short-term job placements in the social enterprise sector, launching new social impact start-up ventures, or making career moves post-graduation.

- 261 sessions
- Increase from 2020-2021: 11%
- 34 current students supported
- 10 alumni supported

Summer Fellows Social Impact Stipend Awardees

- 4 fellows awarded stipends
- $13,000 total $ of 2022 stipends allocated
Goizueta Impact Investors Club
MBA student-run investment initiative focused on promoting social enterprises through targeted short-term financing.

$40,000 INVESTMENTS MADE IN 2021-22
5 STUDENTS PARTICIPATED IN NATIONAL TURNER-MIINT COMPETITION TEAM

Organization Receiving Investment: Reinvestment Fund

Net Impact Club
Nationally recognized gold chapter that works to inspire and empower the student body to act as conscientious business leaders, serving as stewards of social responsibility, and providing resources for students interested in social impact careers.
• Awarded Gold Chapter status once again for 2021-2022 year engagement. 5th year in a row!
• Engaged students through a variety of programming including Nonprofit Board Training session

ClimateCAP Emory Delegation
Eighteen MBA students represented Goizueta at the 2022 ClimateCAP Summit at Northwestern University discussing the enormous influence and responsibility business leaders hold in driving toward a climate-smart world. Following the Summit, students shared their insights through the #GoizuetaClimateSmart blog series and special Earth Day edition the Goizueta Effect podcast.

John Lewis Racial Justice Case Competition (JLCC)
A student-run case competition founded and hosted at Goizueta Business School that connects corporations and students to create innovative and actionable racial justice initiatives. The competition engaged undergraduate and graduate student participants from schools across the country along with committed corporate sponsors who served as clients to competition teams.

76 TEAM APPLICANTS
20 SEMIFINALISTS
5 FINALISTS
$40,000 PRIZES DISTRIBUTED

Sponsors: Accenture, IBM / Call for Code, Moderna, Taco Bell, UPS, Momentive.ai, Yahoo! Finance
At 1-4 employees, microbusinesses are individually quite small but collectively create a big impact. According to The Association for Enterprise Opportunity (AEO), microbusinesses account for 92% of all US businesses and create 41.3 million jobs. When they thrive – generating income, creating jobs, occupying spaces, providing role models – their neighborhoods do too.

**Start:ME Accelerator**

Start:ME strengthens underserved communities in metro Atlanta by empowering entrepreneurs to start and grow resilient microbusinesses. Over 3 months, Start:ME provides business training, mentorship, and grant investment capital, coupled with ongoing alumni support.

Start:ME is delivered by Emory University’s Goizueta Business School in partnership with trusted community lead nonprofit organizations - East Lake Foundation in East Lake, Friends of Refugees in Clarkston, and both Focused Community Strategies (FCS) and Purpose Built Schools Atlanta in Atlanta’s Southside. Together we build ecosystems, businesses, and communities.

The program is delivered for free to all entrepreneurs and is made possible through the generous support of Bank of America, Delta Community Credit Union, Emory University’s Goizueta Business School, PNC Bank, Regions Foundation, and Target Corporation.

“The entrepreneurial passion is found everywhere, in all communities. And business knowledge, networks, and capital are necessary to be successful, but access to those three things are not equally distributed. It’s critical to create ecosystems that surround and support entrepreneurs in all communities to create opportunities for them to have a positive local impact.”

— Erin Igleheart, Start:ME Program Director
48 Atlanta-Area Microbusinesses Complete Goizueta’s Start:ME Program and Receive $33,000 in Grant Capital

In May 2022, a virtual graduation ceremony was held to recognize the 2022 Goizueta Business School’s Start:ME Accelerator participants. The intensive, place-based accelerator program was created to serve promising local, microbusinesses. This year’s Start:ME class was made up of 48 ventures, bringing the program’s total number of businesses served to over 350 since its inception in 2013.

In addition to celebrating the completion of the 14-session program, the virtual event included the investment of $30,000 in grants and $3,000 in awards to 18 of the participants. Grant recipients were peer-selected by the entrepreneurs and mentors within their cohort. The funding was equally divided amongst the three communities where Start:ME is offered: Clarkston, East Lake, and Atlanta’s Southside. The two monetary awards were Peer of the Year and Community Impact, given to two entrepreneurs in each community.

“...This program has given me the opportunity to learn and implement best practices of business, form a deeper understanding and connection with my East Lake community, and helped me build the confidence needed to take The Kai Garden to the next level. On top of that, the grant that I was awarded truly validated everything that I dreamt this business venture could be, and I am truly honored.”

Eric Mack, Owner of The Kai Garden

---

**CUMULATIVE OUTCOMES 2013-2022**

- **351** microbusinesses served
- **$14.7M** annual revenue
- **566** jobs created or retained
- **83%** ventures led by people of color
- **71%** female-led businesses
- **$322K** peer-selected capital awarded

**LEARN MORE AT STARTMEATL.ORG**
EMPOWERING WOMEN FARMERS

Specialty coffee consumption in the US and other parts of the world is growing, with consumers paying retailers more; however, the farmers that grow this sought after specialty coffee struggle to earn a sustainable living for themselves and their families. When structured transparently, specialty coffee markets can create win-win opportunities for stakeholders across the supply chain.

Grounds for Empowerment

The Grounds for Empowerment (GFE) program provides women specialty coffee farmers the market connections and business know-how to enable them to reach their full economic potential. This cohort program works virtually with small groups of women growers from Central America through semester long consulting support and in-country workshops supported by Emory University and partner school students along with small seed grant investments to support individual projects defined by each participating farmer. To date the program has served 134 women coffee farmers in El Salvador, Guatemala, Honduras, and Nicaragua.

2021–2022 IMPACT

- **14** Emory students enrolled
- **50** non-Emory students enrolled
- **61** female farmer participants
- **4** countries served
- **60** volunteer mentors engaged
- **$13,500** in seed grants
- **$33,500** total seed funds issued since inception of program

Partner Schools:
- Esen – El Salvador, Georgia State,
- Georgia Tech, Monica Herrera El Salvador, UC Berkeley, University Of New Mexico, UVG – Guatemala,
- Vanderbilt, and Zamorano-Honduras

“I appreciated the program’s intentionality behind working solely with female coffee producers in Central America. Each student is paired with a female coffee producer to work on storytelling, financial tracking, and goal setting. This is a large step in the right direction as many of the challenges in the male-dominated coffee industry, like unequal sharing of profit, are addressed from a female perspective.”

Breanna Spurley 22MBA

LEARN MORE AT GROUNDSFOREMPOWERMENT.ORG

@GROUNDSFOREMPOWERMENT  
@GROUNDS_FOR_EMPowerMENT
RESEARCH & THOUGHT LEADERSHIP

The Institute generates research insights that it employs in its teaching and programmatic work on the critical challenges that businesses and their stakeholders must address together, such as inequality and climate change, as well as possible solutions, such as purpose-driven entrepreneurship, transparent trade, and reimagined corporate responsibility.

Specialty Coffee Transaction Guide

The Specialty Coffee Transaction Guide is a collaborative initiative that generates new, more relevant pricing benchmarks which are critical for both sellers and buyers of differentiated green coffees who want to see increased equity and economic sustainability within their supply streams. Each Guide is the result of a combined effort of a dedicated research team at the Business & Society Institute along with coffee companies and organizations that have donated contract information.

DATA DONORS 110
CONTRACTS INCLUDED WITHIN DATA 8,000
TRANSACTIONS IN DATA SET $2.4B
USER DOWNLOADS OF 2022 GUIDE 1,909
COUNTRIES REPRESENTED BY USER DOWNLOADS 93

“With increased attention from buyers and sellers, we have a better chance of cultivating a more sensible pricing environment for green specialty coffees in the years ahead.”

Peter Roberts, Professor of Organization & Management; Academic Director of Specialty Coffee Programs, Business & Society Institute

LEARN MORE AT TRANSACTIONGUIDE.COFFEE

@COFFEETRANSACTIONGUIDE @SCTGUIDE @BEYONDCPRICE
Events, Publications, and Media

A Post-Roe World? Why Abortion Battles in America Won’t Halt Reform Abroad
Professor Wesley Longhofer
Foreign Affairs

Principled Leadership in Perilous Times Panel
The Institute joined with the Leadership Now Project to discuss principled leadership, including the role of business leaders, the impact of offering employee benefits in alignment with values, and shifting business thinking to “a new bottom line” with an integrated equity lens.

NFL referees penalize Black players for celebrating far more than white players.
Featuring Professor Erika Hall
ESPN ANDSCAPE

Goizueta Effect podcasts featuring Institute experts:
Climate & Business: Are Net Zero Targets Enough?
With Brian Goebel

What Goes in Your Cup of Coffee?
With Professor Peter Roberts

LEARN MORE AT EMORY.BIZ/SOCIETY