

Kogod Faculty Council

March 26, 2019

Minutes (Agenda attached), prepared by Sophia Florestal

Attending Faculty: Ajay Adhikari, Kent Baker, David Bartlett, Sheila Bedford, Wendy Boland, Carol Bruckner, Erran Carmel, Mark Clark, Michael Clayton, Parthiban David, John T. Delaney, Richard Devine, Frank DuBois, Alberto Espinosa, Casey Evans, Maria Figueroa-Armijos, Brett Gilbert, Sonya Grier, Maureen Hall, Dave Harr, Jeff Harris, Robert Hauswald, Octavian Ionici, Tom Kohn, Susan Krische, Emily Lindsay, Kimberly Luchtenberg, Sarah Mady, Stacy Merida, Tomasz Mroczkowski, Ghiyath Nakshbendi, Jennifer Oetzel, Ayman Omar, Joe Prendergast, Serge Pires da Motta Veiga, Girish Ramani, Ali Sanati, Jay Simon, Jon Simson, Ioannis Spyridopoulos, Catalin Stefanescu, Tim Timura, Tommy White, Don Williamson, Mikhail Wolfson, Benjamin Wright, Heng Xu, Nan Zhang, Yijiang Zhao
Staff: Reena Dwire, Sophia Florestal, Caron Martinez, Adrian Mihailescu, Mindy Schuster

Faculty Attending Online: Engin Cakic, Derrick Cogburn, Heather Elms, Rick Gibson, Yujin Jeong, Asad Kausar, Nandini Lahiri, Gwanhoo Lee, Richard Linowes, Mark Ma, Alex Mislin, Joseph Mortati, Mahsa Oroojeni, Cristel Russel, Siri Terjesen, Ed Wasil

Absent Faculty: Frank Armour, Bill Bellows, Valentina Bruno, Meredith Burnett, Michael Carberry, Augustine Duru, Tara Fisher, Manoj Hastak, Ron Hill, Itir Karaesmen-Aydin, Jill Klein, Robin Lumsdaine, Mark Ma, Gerald Martin, Michael Mass, Sanal Mazvancheryl, Anu Mitra, Michael Mowchan, Randy Nordby, Jay Pope, Leigh Riddick, Jeff Rinehart, Bob Sicina, John Swasy, Yinqi Zhang

Remarks from Council Chair Mark Clark

- Emphasized that meeting was a general forum, rather than a council meeting, because no governance items had been proposed. February minutes will be presented for approval at the next Council meeting.
- Requested that anyone who has any governance actions to please let him know
- Reminded everyone that EPC actions were emailed to everyone and voted and passed online.

1. Comments from Dean Delaney

- Graduation reception will be held indoors, due to construction outside of Kogod.
- Shorelight program (International Accelerator Program) update:
 - Problem:
 - The number of students in the program have increased.
 - The current rate of increase, 1/3 to 1/2 of the undergrads would be Shorelight students.
 - The university pays a fee for these students and this fee comes out of our tuition. So that means we would get more students, but less tuition.
 - Solution: Proposal to impose a cap on the number of students to admit on the undergrad level. It has not formally gone through the university yet, but the Dean wanted to make the faculty aware of its implications.
 - It changes the composition of the student body.
 - It requires Kogod to have the support needed for these students, but it is not yet in the budget and therefore would mean a reallocation of funds. It doesn't make sense to keep allowing expansion at this rate. This is the best approach he has now. The Dean requested that anyone with questions let him know
 - On a graduate level, it does not affect Kogod in the same way.

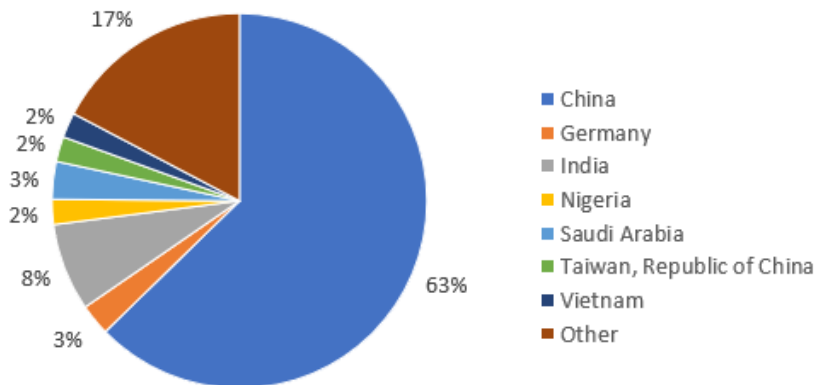
- The MBA rankings in U.S. News came out and we were not ranked. Last year we had been ranked 79th.
 - Why? The Dean believes it is due to career-related issues. Job placement is low. This puts the MBA program at some risk. His concern: compared to last year, this year is worse by a large magnitude.
 - Faculty are asked for help in connecting students to opportunities if they hear of any. If we don't do something about this now, our U.S. News rankings would drop down to the range of 115 to 140. That would make it a lot harder to dig ourselves out of. Hopefully this is a temporary trend; Kogod (The Dean and Strategic Communications team) is working to see on what the issue may be.
- There were some positive aspects:
 - Improved on the Academic ratings (Deans, program directors, and senior faculty). It may be that the coordinated marketing campaign that Kogod undertook this year is working. It coincided with when people were filling out the U.S. News ranking surveys.
 - Progress was made on the Admission side in several factors. We did not do so well in selectivity.
- Placements are part of what our job is. We must have good placements for students.
 - This primarily affects the full-time MBA.
 - MBA online program was ranked 27th. There is a lot more variability in the online rankings compared to the full-time rankings.
 - Internships come in around March to the end of April. We are currently at 29%; the Dean was expecting it to be at the 50% mark by now.
 - The number of students without jobs is about 23. Finding jobs for them is very doable. The Dean also mentioned that if we must do this each year, should we keep the MBA program?
- We have challenges that we will have to deal with.
 - What will help us:
 - WeWorks program: of the companies we've worked with, there's a much stronger demand for interns and placement related outcomes than we anticipated. We may meet all those goals early. We may find pressure from WeWorks to expand this program more quickly than we're ready to. This has the potential to be great for us.
- Getting the space down at the New Mexico building ready will open some space in Kogod.
 - We need to consider what students look for when visiting campuses. Are there places for students to meet in?
 - We'll have to make some hard choices, e.g., the number of individual faculty offices vs. meeting space for students. There's a question regarding more classroom space. Whether to maintain the suites we currently have. Or to reevaluate the terrace level to eliminate redundant space? Adding a skylight to the terrace level. The architecture firm came up with the idea to build out above the terrace, in addition to the building, but that would cost too much money.
- In his opinion, the Dean would rather put his money into people and not the building. It's a much better return on our investments.
 - Hiring more faculty
 - More resources for faculty
 - Doing things that are necessary for a stronger school
 - He wants to focus more on what we can do on the short term
- The Dean emphasized that he appreciates all the work the Space Committee has done so far.

2. Senate and Teaching Evaluations – SR. Associate Dean Ajay Adhikari

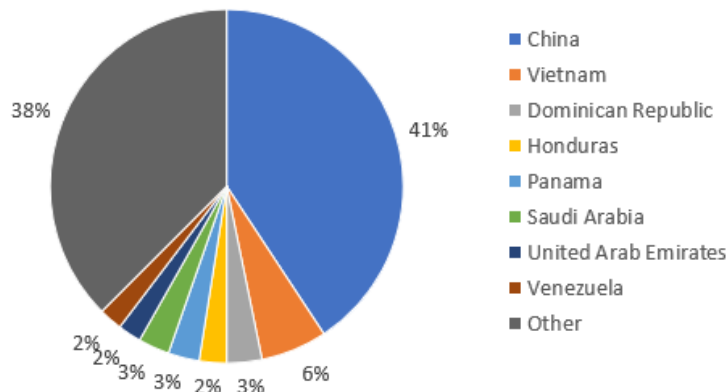
- We need a more active and bigger presence in the Senate. With the new Provost in place, Dean Adhikari feels the shift of power may be happening and we want to have a say in the Senate.
 - Kogod’s two current senate members want to continue, new nominations are welcomed, if anyone would like to run for a seat. Send all nominations to him or Reena Dwire. The deadline is March 29.
- We have three Kogod Research Professorship positions is available, nominations are due by April 5th.
- Teaching evaluations, the Senate is currently in discussion about how they should be given out and how much emphasis each department should put on them
 - Concern: Response rates are all over the place. The rates are not high enough. Varying response rates, from 30% to 95%.
 - Carve out time before exams week for the students to complete them. This will help with raising the rate.
 - The Faculty Senate is exploring changes to the SET questions. The changes reduce the number of questions and are aimed at improving the quality of questions asked. The Faculty Senate approved a document, sent to the Provost’s Office, that provides ways to evaluate teaching quality beyond the SETs. If adopted, units will need to develop implementation policies/procedures.
 - One faculty member commented that the paper surveys worked better.

3. International Student Programs –Associate Dean of Programs and Learning – Wendy Boland (Presenting for Sherry Pattillo)

- Graduate International Students percentage by country:



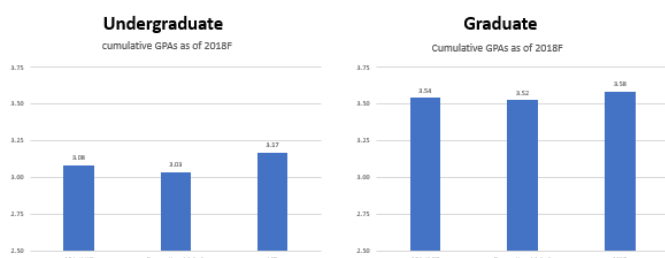
- Undergraduate International Students percentage by country:



- A significant number of KSB international students are from China
 - Undergraduate

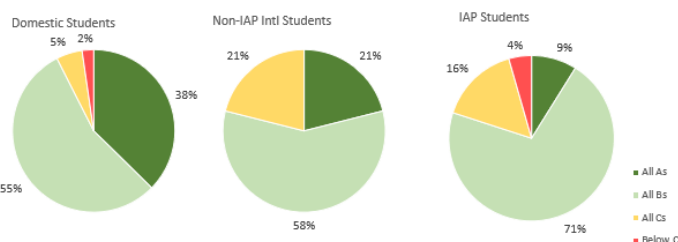
- 280 KSB undergraduates are international students
 - 41% of KSB international students are from China
 - 71% of IAP undergrads in KSB are Chinese
 - Graduate
 - 185 KSB graduate students are international students
 - 63% of KSB graduate students are from China
 - 80% of MAP grad students in KSB are from China
- GPAs of IAP students and conventionally admitted international students are nearly the same.

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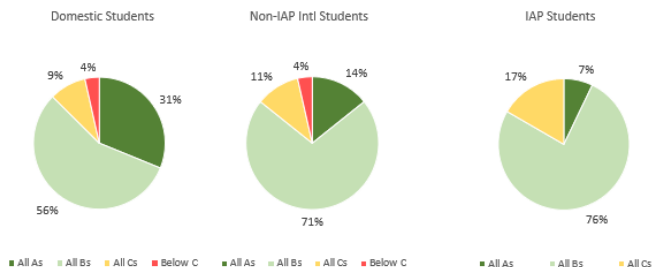
- KSB-100 Grade Distribution for 2017F

KSB-100 Grade Distribution for 2017F



- KSB-100 Grade Distribution for 2018F

KSB-100 Grade Distribution for 2018F



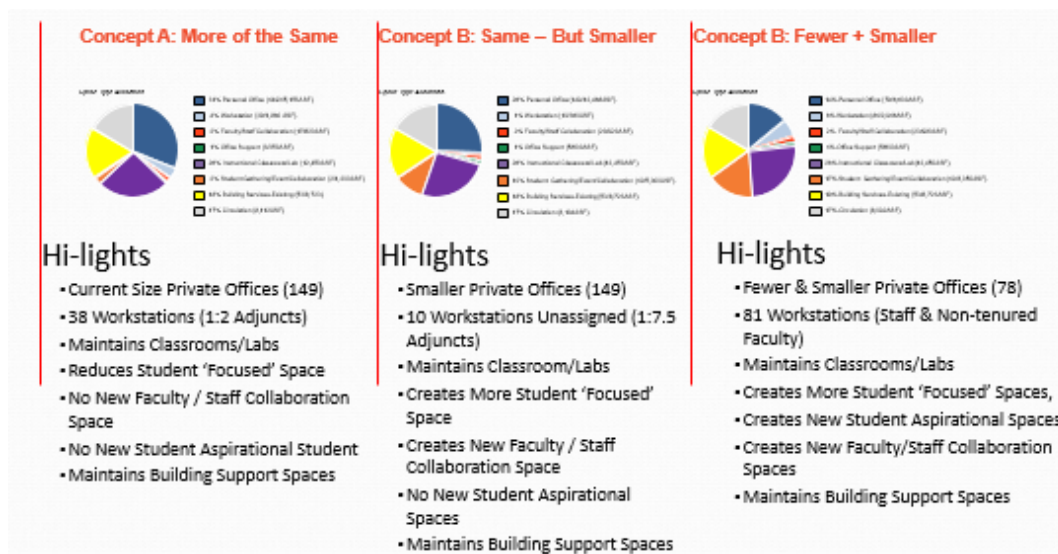
- What we are doing at Kogod
 - Work with students individually on academic, cultural and language issues (self-selected students)
 - Contact students with Early Warnings
 - Take referrals from faculty and advisors

- Observe classes (KSB-100 – entire semester F2018)
- Consult with faculty on pedagogical and cultural issues
- Create academic skills programming
- Cultural session for international students in KSB-100 (10/1/18– low attendance)
- Drop-in “Pop-up” event with CBC – (12/2/18 – moderately low attendance)
- KSB-100 event for public speaking (3/5/18 – low attendance; no international students attended)
- To increase exposure to International Student Development services, we have:
 - Created outreach programming specifically advertised to international students
 - Fall Break Luncheon (F2018)
 - Lunar New Year (S2018, S2019)
 - Career Development sessions for international students (F2017, S2018, F2018)
 - Introduced services in-class
 - Guest lecturer to upper-level IAP classes
 - Visit classes (ITEC-200, KSB-100, MGMT-353, CORE-105, IBUS-462, and others)
 - Participated in Orientations for matriculating IAP and MAP students (with advisors, each semester)
 - Launched International Student Development webpage: <https://www.american.edu/kogod/students/international-students.cfm>
- What do we do for faculty and staff? Some ideas:
 - Pedagogical and cultural programming for interested faculty
 - Pronunciation training for student names (i.e., Chinese names)
 - International student panel for a faculty meeting
 - Survey of faculty/students
 - Case study (faculty or students)
 - Resources for cultural comparisons
 - Reinforce messages that
 - recognize that assimilation is an American value (not necessarily to be forced on others)
 - recognize that language proficiency and cultural adjustment don’t happen overnight, or even over months or a year
- What can we do for students?
 - More outreach re: available services
 - More faculty referrals
 - Mandatory referrals
 - Collect information about student attitudes, expectations and goals
 - Obtain more information about student motivation vis a vis seeking help, attending events, etc.
 - Two well-advertised focus groups (with refreshments) canceled this semester due to low responses
- Things to think about:
 - Some students, international and domestic, do not care to assimilate, participate, or integrate. Another group of students doesn't want to be lumped into the group that doesn't participate in class. They are frustrated with their fellow students.
 - Workshops, focus groups, or programming are not the cure-all.
 - The best way forward for students is the best way forward for faculty and staff. We need a student-focused approach.
- Strategies for the classroom:
 - Do not ignore inappropriate behavior; take the teachable moment.

- Call students out **at the moment** for inappropriate behavior, such as sidebars in native language during lecture (they may not know it's inappropriate), as well as speaking to them outside of class.
- If students permit, take a head shot of each student holding name card and review these for yourself before and after class.
- Create a seating chart and assign groups if you want to ensure diversity.
- Sometimes, directly call on students to answer questions (some students would rather be called upon rather than taking the initiative to “show off” in front of their peers).
- Allow extra wait time for students to respond to a question. Let the class know that this is your practice.
- Thanked faculty for the extra work they put in with the international students, extra time talking to them, rephrasing so they can understand something. Sherri is there to help any faculty that needs her assistance.
 - One faculty member stated that the most common issue international students worry about are internships. What kind of resources does KSB have regarding that?
 - For one credit option, interning.
 - WeWorks is one of our biggest resources. Contracts are all signed now and moving forward. Outreach events starting in April to really push the internship programs.
 - All the companies that KSB have spoken with are very interested in the program.
 - Kogod takes paid and unpaid internships. WeWorks is paid internships.
 - Regarding job placement: there has been a strategy through the career center to look at other cities that are hiring international students. In the U.S. it's very difficult. That really hurt our outcomes in placements. The reality is that we can't do much due to our laws. Career services are actively working on building relationships with companies overseas.

4. Space Committee Update – Mark, Cristel and Nan

- Faculty department-level feedback is requested on these options by April 30
 - Implies consideration of tradeoffs (not everything is possible)
 - Committee members are available to attend department meetings
- Kogod School of Business Renovation Program Plan



- One faculty wanted an explanation of “workstations”?

- We currently don't have a model to show people the concept. The workstations would not have privacy.
- Mindy explained more about the phone booth options/meeting space. Those spaces would need to be created.
- One finance faculty member wondered if DLR understands the nature of our work. Private space is needed to talk to students. It's hard sharing an office with another person. Collaborative space is not practical. Mark pointed out that this faculty is leaning towards smaller offices option.
 - DLR is a higher education architecture firm, so they understand the needs of academia.
- Suite type space, with surrounding smaller office and collaborative space in the middle.
- More light in the building would also take away some privacy.
- Another colleague inquired about the square footage of current space vs. the new smaller offices.
 - The new office sizes have not been finalized. The smallest that's been mentioned is a 10x10 office. A reduction of 25 to 30% is to be expected.
- How would the proposed space at the New Mexico building work? Would the students trek down to that building for office hours?
 - It's been proposed to have "hoteling" space in Kogod for that purpose.
- Has the committee investigated how much this will cost and how long will the construction take? How disruptive will it be?
 - That's for Dean Delaney and his team to discuss.
 - It will be disruptive, so during that time, some faculty would temporarily be moved down to the New Mexico space until construction is complete.
- Tell us about the technology aspect of the new construction? We must look at least 20 years into the future.
 - DLR certainly has that under consideration in the works. More screens in the classroom?
 - Suggestions for a video conference room at the New Mexico location and Kogod. To always be set up at any time for use.

• Program Option Comparison:

	Option 1 Expanded Office Area	Option 2 Small Private Offices	Option 3 Keep Existing Offices	Option 4 All Offices Shared	Option 5 Student Focused Renovation	Option 6 Addition
Fast Facts	• ~48,600 SQFT • 149 Private Offices • 38 Workstations	• ~48,600 SQFT • 149 Private Offices • 10 Workstations	• ~48,600 SQFT • 94 Private Offices • 14 Shared Offices • 30 Workstations	• ~48,600 SQFT • 1 Private Office • 76 Shared Offices • 10 Workstations	• ~48,600 SQFT • 78 Private Offices • 81 Workstations	• 52,200 SQFT • 149 Private Offices • 30 Workstations
Hi-Lights	• Private Offices, @ Current Size • Maintain GSF of Class/Lab Space • REDUCE Student Space • REDUCE Faculty / Staff Space for Collaboration • 12 Adjunct Workstations • Maintain Building Support Spaces	• Smaller Private Offices • Maintain GSF of Class/Lab Space • MORE student Space / Learning Lab Space • REDUCE Faculty / Staff Space for Collaboration • 17.5 Adjunct Workstations • Maintain Building Support Spaces	• Mix of Shared & Private Offices • Smaller Private Offices / Shared Offices @ Current Size • Maintains GSF of Class/Lab Space • MORE student space / Learning Lab Space • Maintain Faculty / Staff Space for Collaboration • Workstations for adjuncts, term faculty, & staff* • Maintain building support spaces	• Shared Offices @ (1:2) Current Size • Maintains GSF of Class/Lab Space • MORE Student Spaces/Learning Lab, MBA/ Grad Lounge • Maintain Faculty / Staff Space for Collaboration • 17.5 Adjunct Workstations • Maintain Building Support Spaces	• Small Private Offices, Assoc / Asst Deans, Directors & Tenured Faculty* • Maintain GSF of Classroom/Lab Space • MORE Student Spaces, Learning Lab, Cafe, MBA/ Grad Lounge • Maintain Faculty / Staff Space for Collaboration • Workstations for Staff /Term / Adjunct Faculty* • Maintain existing building support spaces	• Smaller Private Offices • Increase GSF of Class/Lab Space • More Student Spaces/Learning Lab, Cafe, MBA/ Grad Lounge • Maintain Faculty/ Staff Space for Collaboration • Right-Sized Building Support Spaces • 17.5 Adjunct Workstations • 3,500 SQFT Addition to Kogod Building

*Indicates DLR Group's assumption of office/ workstation allocation. Allocation of offices and workstations could be different, based on K58 leadership's assessment of needs of each individual position, while the total number of workstations and offices remains the same

- Faculty department-level feedback is requested on these options by April 30
 - Implies consideration of tradeoffs (not everything is possible)
 - Committee members are available to attend department meetings

5. Update from AU Dean of Students – Associate Dean of Students, Michelle Espinosa and Case Manager, Susan Kodzwa

- Prof. Casey Evans introduced this agenda, especially for the new faculty, so they're aware of the resources available to them.
- Jeff Brown couldn't attend; he sent the Associate Dean and another person from his office to present to us. Jeff is the new hired Dean of Students since October 2018.
 - The Care report system came into being 10 or 11 years ago.
 - Care report data for our current academic , from May 13th, 2018 to March 2019 there have been 2,700 care reports have been submitted so far. On the average they have 4,000 reports, it's on track to reach those numbers.
 - One major component that's in place for first-year students is "First-Year Advising Program". Set up purely for academic issues. If things get more complicated and crossover to mental health, family matters or physical health issues, then that comes to the Dean of Students office or other resources to get the help they need.
 - They've worked hard this academic year to involve the first-year advisors, community directors, and Residential Life to help manage and support reports that need immediate attention.
 - CARE Report Process
 - CARE report submitted
 - Reports are reviewed Monday-Friday during regular business hours by Associate or Assistant Dean.
 - In some cases, no assignment is made when it is determined that case management is not warranted.
 - If necessary, reports are assigned to a Case manager (DOS, Residence Life, First-Year Advisor, Other) within 24-48 hours.
 - The case manager will follow up with the student typically by e-mail requesting that the student meets with the Case Manager. Students can schedule with DOS staff via the website (available 24/7).
 - The case manager will send an acknowledgment to report submitter via email. The acknowledgment will contain the name of the case manager in case reporter would like to follow up.
 - The case manager will meet with the student to discuss the case, make referrals, share resources, etc. In most cases, students are not required to meet with the case manager and in some cases, students do not respond to outreach.
 - Depending on the case, a request for future appointment may be made, the student may make future requests, or case may be closed.
 - If the faculty wants to follow up on the case, please contact their office.
 - They typically meet with a student three to four times during the academic year. Or the student may reach out to them for help.
 - Students can go to there website to schedule a meeting with a case manager.
 - Faculty can help with scheduling an appointment with their office.
 - Emergencies
 - CARE reports should **NOT** be submitted for emergency situations. These would include situations/incidents where students express harm to self or harm to others.
 - AU Police should be contacted in the event of an emergency at 202-885-3636.

- Dean of Students/AU Counseling Center/Academic Support and Access Center
 - Accommodations vs. Flexibility and Support: the difference from the Dean of Students office compared to the Academic Support and Access Center.
 - Academic Support and Access Center (Accommodations category)
 - Academic Support (tutoring, SI, coaching)
 - Disability Accommodations
 - Student-Athlete Support
 - Learning Services Program (Hidden disabilities)
 - A letter is given to students to present to their professors. (Time and a half for exams, take exams at the Academic Support and Access Center, allowed a laptop in the classroom).
 - The Office of Dean of Students (Flexibility and Support category)
 - Advocate for students in difficult times
 - Assistance with significant life events/academic issues
 - Resource sharing/direction
 - Absence/hospitalization guidance
 - Staff available by appointment (DOS website) or drop-ins on Mondays and Friday 2-4pm
 - The AU Counseling Center
 - Individual therapy
 - Group therapy
 - Referral to community resources
 - Urgent care sessions available Monday through Friday 2-4pm
 - Absences/Extensions
 - Excused absences include major religious holidays (posted annually by the Office of the Provost and Kay Spiritual Life Center or verified by the Kay Spiritual Life Center as an excused absence for religious observance), medical or mental health events, approved disability-accommodation-related absences, and approved varsity athletic team events.
 - Faculty DO NOT need Dean of Students approval to excuse these absences. Faculty have the discretion to approve. Should you require documentation from a student for an extended absence, the student should be asked to submit medical documentation to the Office of the Dean of Students and staff in the office will contact each faculty on a student's schedule notifying them of the absence.
 - There will be some situations where the Dean of Students staff is aware of a student having personal issues affecting the student's ability to fully focus on their academics. In these cases, it is possible that the Dean of Students staff provides a letter sharing this with faculty. It is at the faculty member's discretion to determine if and how much flexibility may be given to the student. It is not possible for DOS to provide specific guidance on deadlines or other changes to the course
 - Once a faculty member asked about a disruptive student:
 - Contact Public Safety
 - Interim suspension until a conduct hearing takes place. After the conduct hearing, the student will be removed from the class.
 - Transfer request question does not come through the Dean of Student Office.

6. Good of the Order

- Prof. Don Williamson and Prof. Caroline Bruckner talked about a Low-Income Tax Preparation Pilot Program.
 - Who: IRS certified Washington Initiative Kids
 - Location: AU Innovation Center
 - When: March 28th
 - Time: 5:15 pm to 9:00 pm
 - For: AU community and family members that make less than \$55,000 per year. Bring their laptops, download the software and someone will walk you through the process.

Council Chair Mark Clark - Meeting adjourned.

Faculty Council Chair: Prof. Mark Clark
Faculty Council Vice-Chair: Prof. Robin Lumsdaine

Kogod Faculty Forum Agenda March 26, 2019, 2:35-4pm KSB 118

**** NOTE: As no voting or governance actions are proposed, in place of the Council meeting we will hold a faculty forum for important updates ****

2:30 Refreshments

2:35 Call to order (Assoc Prof Mark Clark, Council chair)

1. Update from the Dean (John, 20 min)
 - a. Employment outcomes, International students, school rankings
2. Update from the Sr. Assoc Dean (Ajay, 10 min)
 - a. Senate, teaching evaluations
3. International programs (Wendy, 15 min)
4. Space update (Mark, Cristel, & Nan, 10 min)
5. Update from AU Dean of Student (Assoc Provost Jeff Brown, 15 min)
6. Good of the Order (5 min)
7. Adjourn

Council Voting Procedures

Device: Smartphone and laptop/tablet (no "dial-up" phone)

Adrian has created a text number "22333" and a web site page, www.POLLEVERYWHERE.COM/KOGODCOUNCIL to facilitate voting.

Both permit easy voting. Once you've created the first text message to 22333, texting is simple. Similarly, once you've bookmarked and opened the webpage, it automatically shows your choices.

Adrian can open, tally and close a poll easily. The web page updates the status and your options. We believe the most efficient procedure is to create a generic "Yes / No / Abstain" poll and activate it as required.

Presentation of the action at Council

The action under consideration will appear in the power-point on screen in KSB 118 as we've done in the past. To simplify matters, any editing or construction of motion will be done directly "on screen" in 118 using the powerpoint slide. Separating the "vote" page from the "motion" slide seems to be operationally quick and simple.

Establishing Quorum and The Baseline for Passage of an Action

Quorum count. Attendance will be confirmed two ways at the beginning of Council: normal headcount and by asking all members to e-vote "Present" (by smartphone/ipad/laptop) OR by initial sign-in for any paper ballot. This paper ballot option is reserved for those who are physically present and wish to vote by ballot rather than smartphone/laptop/pad PLUS those who hold a proxy for another member. (Adrian will create a "Vote Present" poll for this opening exercise for the quorum count.)

The attendance headcount defines the baseline and thus the "hurdle" (67%) for passage for any general vote taken at that Council. **If required**, a second "Present" vote may be taken for restricted votes (e.g., only tenure-track faculty are eligible to vote on certain issues).

Phone dial-in

At this time, we have no simple and reliable system for members who listen via phone. (If you are a multi-tasker presenting at an academic conference and listening to Council, you have the option of requesting a proxy ahead of time.)

Side Comments / Issues

1. Risk of double voting. To maintain anonymity, we will not collect a name or id. Thus, we cannot prevent someone from voting via laptop and a second device such as a smartphone. We are on an honor system.
2. Dropped internet connections while you are home / off-site. There is no 'back up' system. A lost internet connection during a Council session means a lost vote. (Note, the hurdle remains the same since it may be too troublesome & time-consuming to repeat the "All Present Vote" routine before every action vote.

Summary

With a computer or other internet capable device (e.g. iPad, Android tablet): go to pollev.com/kogodcouncil and select the response. Please bookmark the page for future use. At the beginning of the Council meeting we'll run a count to establish the quorum, please click on the "Present" button at the beginning of the meeting to get counted.

If you do not have access to a computer, you can use a phone to text the code corresponding to your chosen response to 22333.

Instructions for texting the response:

1. Start the text messaging application on your phone
2. Enter 22333 for the recipient address
3. Type KOGODCOUNCIL in the content field and press Send to join the session
4. After you joined the session, you can enter the corresponding letter (A, B, or C) for the response (the letters will be projected on the screen next to the response alternatives) and press Send.

For people responding by SMS it basically introduces a new step, they will need to text "kogodcouncil" to join the session, then things will be easier because the choices can be "A", "B", "C" or "1", "2", "3" instead of a long random number. The system is also nicer and easier to use from the point of view of the person who conducts the poll.

The easiest way to respond is still by browsing to pollev.com/kogodcouncil with an Internet-enabled device. If you have technical questions, please contact Adrian.

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