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The Global Jesuit Case Series (GJCS) was formally launched in July 2015 at the International Association of Jesuit Business Schools' annual conference and serves as a focal point for the importance of an ethics-based business school education. The individual cases within the collection are academically rigorous and prompt readers to consider how business can be a key driver for good in society, reinforcing the link between healthy businesses and prospering communities.

Global Jesuit Case Series introductory video

Too often, especially in business, success is measured solely by the accumulation of capital and individual financial wealth; the impact on people, society, and the planet is often an afterthought. Distinct from the majority of extant case collections, the GJCS evaluates the impact of decisions and actions not only from an organizational and shareholder's perspective, but also includes the perspectives of employees, families, communities, and broader society. This approach, more inclusive of the various stakeholders, emphasizes the sustainability of our businesses, societies, and planet.

The GJCS strives to provide a platform that broadens the conversation and emphasizes a holistic, values-centered approach to leadership. This platform is inspired by discernment, service, justice, compassion for others, adaptability, and lifelong learning. The GJCS aims to harness the latent intellectual power, global reach, and moral authority and responsibility of over 200 Jesuit colleges and universities, the largest and oldest educational network in the world, by producing a collection of case studies that incorporate the Jesuit values of *cura personalis*, "care of the whole person," and *magis*, "a striving for excellence."

Overarching goals of the GJCS are to:

- Link and leverage over 200 Jesuit institutions by providing a common platform by which they can collaborate in the creation and dissemination of case studies for classroom use.

- Highlight Jesuit values by making explicit the link between principled decision-making and discipline-specific issues faced by industry. This will be achieved by producing and

disseminating a series of case studies that embody the values of social justice, human dignity, moral leadership, and sustainability while concurrently fostering innovation and profitability. This holistic approach to the case study method contributes to the development of reflective, value-centered leaders whose actions are driven by a concern for their organization, society, and world.

- Revolutionize case study methodology by producing cases that encourage use of multimedia tools and technology. The field has remained largely static, and educators have not taken full advantage of recent advances in technology. Notable advances include both unique delivery methods as well as the ease of creating interaction between students and case protagonists using videoconferencing software. We will create the next generation of case studies, improving on an approach to study pioneered by Harvard more than 100 years ago and still used extensively by top business schools in the U.S The case study method is preferred by business schools as a way to demonstrate the intersection of theory and practice using real-world problems as a way to spur conversation and find solutions.

By targeting areas of innovations, the original research and analysis generated from these cases will not only influence the formation of students and faculty, but it will be a true conduit for business and social innovation. It will build knowledge with each case on what works, why it works, and the impact different approaches are having at the individual, organizational, and societal levels.

For the first time, due to rapid advancements in technology, the global Jesuit network has the capability to collaborate towards the creation and dissemination of case studies. For example, imagine the possibilities of co-creating a marketing case about emerging economies with faculty members from the U.S. and India. In this example, the emphasis is no longer on U.S.- based businesses and large multinationals, but instead on the regional champions and the small- to mid-size companies where many students will become employed.

Paramount to this approach is the need to create video and hybrid text/video cases so that students can see the culture, community, and people involved in the case study. These opportunities are becoming reality on gjcs.org, an intuitive platform where faculty have the ability to search for a co-author, submit their cases for peer review, and where students and faculty can rate their experience with a case to help guide other users and provide real-time feedback to the author. This platform model disrupts the traditional approach to case study creation and offers the ability to invest in a platform both as a consumer and a creator.

Additionally, there is the opportunity for the protagonist (i.e., the subject of the case study) to videoconference with a classroom anywhere in the world. This allows students to ask questions or propose/suggest new solutions to the problem(s) identified within the case. This immersion experience with the protagonist will deepen the educational experience, transcending the static page of the traditional case study.

Since the program's launch, the GJCS has conducted initial action research by presenting to faculty at thirteen colleges and universities, as well as formal presentations at seven academic conferences and events. The data gathered highlighted several gaps that need to be filled, including the creation of rigorous editorial policies that lead to the creation of a journal with a double-blind peer review with a low acceptance rate (20%). Such policies allow tenure track faculty an outlet for case writing as a form of scholarship.

For the cases housed within the GJCS, attributes emerged that fall into two categories, those that are similar to the existing collections and those that are sources of strategic differentiation. While it is recognized that many new cases will be quite similar to those in current collections, the following attributes define what makes the GJCS distinct and worthwhile:

- Differences in primary values: Cases that fit within the GJCS transcend existing case collections by focusing on ethics-based education with an emphasis on values and the triple bottom line of people, planet, and prosperity.

- Difference in methodology: Both the habit of proactive reflection and the habit of reflective, discerning action are central to a life lived well. Representative cases in the GJCS provide the possibility for the multiple levels of proactive reflection and reflective action while a case is being taught. This sort of reciprocal interaction between reflection and action is accomplished through a given case by adroitly shifting the point of view, the point in time, the key assumptions, the causative relationships, the choice of action, and/or the form of reflection.

- Differences in scope: Cases housed within the GJCS focus on ways to improve an organization's performance and also improve the intrinsically connected external systems, including those of national and global reach.

- Global network: As we prepare our students for the complexities, challenges, and opportunities of the 21st century, the international network of Jesuit colleges and universities uniquely has the global reach to make a real difference. The challenges we face in Jesuit higher education demand that we provide wisdom and principled leadership in serious issues. Our global network of thousands of potential case writers allows for scalability that is unique to the Jesuit system.

- Differences in types of cases: Despite the quality and utility of existing case collections housed at other institutions, these collections are inadequate for preparing students for principled leadership in an increasingly complex and dynamic world. Existing collections have focused on traditional text-only cases, underutilizing advances in technology that allow for video/hybrid cases.[1]

Now that preliminary groundwork for the GJCS has been completed, we are embarking on the next step: focusing on rapid growth. The GJCS offers three different publishing paths.

1. The push to publish in ranked journals is an important part of this process; therefore, it was clear that we needed to provide faculty an outlet to publish their work. In order to achieve this objective, we formed a partnership with the Society of Case Research (SCR), a prestigious and well-established case-writing organization.

   SCR will produce a special edition, co-branded journal with the GJCS that will provide a halo ranking effect to cases published within the journal. This strategic alliance allows tenure-track faculty to submit cases to the GJCS without fear that their scholarship will not "count" in rank and tenure.

2. Authors interested in exploring innovative forms of case studies, or who would like to support the GJCS directly may submit to the GJCS following its editorial guidelines and policies. These guidelines are purposely flexible to allow for case authors to be creative in their approach to the case study method, based on their own classroom needs. Additionally, those authors who submit cases that are not selected to publish in the SCR/GJCS special edition will be given the opportunity to submit to the GJCS, which for many institutions counts as a tier-three journal.

3. Authors who are interested in developing and using cases as a classroom tool but do not wish to have their case reviewed may submit to the GJCS "reading room." These cases are suitable for classroom use and receive a light editorial review.

We encourage case writers at all levels to consider the GJCS as a publishing outlet, and we have put into place a variety of functions that make publishing with us easy and enjoyable. New to case writing? Sign up for a digital roundtable, where you can read and work with other developing case writers to get feedback prior to submitting a case study. Interested in new case delivery methods but aren't sure where to start? Contact us and we can help turn your text-only case into a hybrid/video case. Curious about how your case has been used in the classroom? Check out our star review system where users can leave feedback that can help authors demonstrate the impact of their work. Looking for a co-author? Search our database for like-minded professionals

who are interested in collaboration. Do you have other pedagogy to share with the network? The GJCS website will be embarking on an evolution to house all things Jesuit business where users can both contribute and use curriculum housed on the site. While the initial focus has been on the aforementioned business case studies, future plans include expansion into other discipline-specific cases as well as transdisciplinary cases. Perhaps most importantly, the GJCS and related efforts serve as a place to build community as we serve our shared missions. We hope you will join us at GJCS.org. HJE

Note

[1] Daniel Orne, David McCallum, S.J., and Jim Joseph, "The Case for a Jesuit Case Series" (White paper, 2010).