

# DIANA TRUJILLO

Associate Professor | Sustainability Area

Joined the School in 2001

## ACADEMIC BACKGROUND

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2016	Ph.D. in Public Administration. New York University, NY, United States.
2002 - 2006	Master in Education, Universidad de los Andes, Bogotá, Colombia.
1998 – 1999	Specialization in Management of Human Resources, Universidad de los Andes, Bogotá, Colombia.
1988 - 1993	Industrial Engineering, Pontificia Universidad Javeriana, Bogotá, Colombia.

## TEACHING EXPERIENCE

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### Courses Taught in Recent Years

#### Graduate

- Conservation Governance
- Sustainability and Regeneration Management
- Sustainable development theories
- Governance and public policies
- Public-Private Collaboration for Social Problem Solving: A Comparative Perspective
- Alliances and Negotiation with Stakeholders

#### Undergraduate

- Sustainability Management
- Public Management
- Fundamentals of Management
- Social Responsibility
- Social Enterprise and Citizenship Education.

## ACADEMIC ACTIVITIES

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2021 – to date	Associate Professor, Universidad de los Andes School of Management. Bogotá, Colombia.
2020 – to date	Academic Director, Master in Regeneration and Sustainable Development Universidad de los Andes School of Management. Bogotá, Colombia.
2016 - 2021	Assistant Professor, Universidad de los Andes School of Management. Bogotá, Colombia.
2003 - 2016	Instructor, Universidad de los Andes School of Management. Bogotá, Colombia.
2009 - 2010	Research Assistant at the Research Center for Leadership in Action, Wagner School of Public Service, New York University.

2009 - 2010	Assistant to the President of the Inter-American Network of Public Administration Education INPAE.
2007	Participant in the research project: Government, Private Sector and Civil Society for Sustainable Development. Research Center for Leadership in Action, Wagner School of Public Service, New York University.
2007	Coordinator, Seminario Internacional de Alianzas. Worked with four other members. Bogotá - June, Mexico – November.
2004 - 2008	Coordinator: Social Enterprise Initiative, Universidad de Los Andes, School of Management, Bogotá, Colombia.
2003 - to date	Professor, Universidad de los Andes School of Management. Bogotá, Colombia.
2003 - 2007	Researcher in Social Enterprise Initiative, Universidad de los Andes School of Management. Bogotá, Colombia.
2002 - 2003	Participant in establishing Citizenship Education syllabus for the 5 schools administered by the Educational Alliance Association.
2001 - 2003	Assistant Researcher Social Enterprise Initiative.

## OTHER PROFESSIONAL ACTIVITIES

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### Consultancies

2022 – 2024	Subject matter expert for the research on regenerative agribusiness in Latam coordinating teams to develop three case studies in the region. AVINA.
2022	CoLABorativo: Training and coaching agribusiness companies in their transitions to regenerative agriculture models. Alpina.
2020 – 2021	Subject matter expert to develop an instrument to assess firms' involvement in community's sustainable development. RedEAmerica.
2002 – 2007	Advisor, in the following Institutions: Colegio de Estudios Superiores de Administración CESA, Politécnico Grancolombiano, Universidad de los Andes, EAN Business School, Universidad de la Sabana, Pontificia Universidad Javeriana, Universidad Santo Tomás y Corporación Universitaria Tecnológica de Bolívar. Cátedra Transparencia por Colombia.
2000 – 2001	Consultancy. World Bank. Systematize and analyze the research program information «Alianzas para la Superación de la Pobreza en Colombia», Bogotá, Colombia.

### Service To The Profession

2022 – 2025	Academy of Management: ONE division, voluntary for the communications team.
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## OTHER PROFESSIONAL EXPERIENCE

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2000 - 2001	Personnel Officer, Canadian Embassy. Bogotá, Colombia.
1994 - 1999	Human Resources' Director, Bitácora Ltda.

## RESEARCH

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### Research Areas

- Partnerships, Alliances and Network Forms of Organization
- Collaborative Governance Arrangements
- Impact Evaluation of Complex Forms of Organization' Interventions
- Market-based activities with low-income citizens
- Social enterprise and social entrepreneurship

### Research Projects

2022 – 2024	Regenerative agribusiness
2021 – to date	Regenerative business models
2020 – to date	Climate action management
2017 – to date	Conservation governance
2009 - 2016	Value Creation in Cross-Sector Collaboration and Collaborative Governance Arrangements
2005 - 2008	Inclusive Business
2003 - 2005	Social Enterprise Best Practices
2002 - 2007	Citizenship Education
2001 - 2003	Cross-sector alliances

## PUBLICATIONS

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### Articles in Academic Journals

2018	Multiparty Alliances and Systemic Change: The Role of Beneficiaries and Their Capacity for Collective Action. <i>Journal of Business Ethics</i> . Diana Trujillo. Vol 150. Pp 425 – 449.
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### Books

2007	“Para ir más allá de los discursos: emprendimientos sociales en sectores estratégicos de desarrollo en Colombia”- Bogotá, Colombia, Fundación Corona, 2007.
2006	“Gestión efectiva de emprendimientos sociales: Lecciones extraídas de empresas y organizaciones de la sociedad civil en Iberoamérica”. México D.F., México. Editorial Planeta Mexicana S.A. de C.V., 2006.
2006	“Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica” co-author. Cambridge: Harvard University, David Rockefeller Center for Latin American Studies, Inter-American Development Bank, 2006.
2005	“Alianzas sociales en América Latina” Bogotá, Colombia, Banco Interamericano de Desarrollo, 2005.
2004	“Social Partnering in Latin America: Lessons Drawn from Collaborations of Businesses and Civil Society Organizations”. Co-authors: James E. Austin,

Ezequiel Reficco & SEKN Research Team. Boston, United States, David Rockefeller Center for Latin American Studies, 2004.

## Cases

- 2020 Case – Trujillo, D. (2020). Consumo & Limitado. <https://www.coursera.org/learn/objetivos-desarrollo-sostenible>
- 2019 Gutierrez, R. and Trujillo, D. (in press). Dress Up Your Home: Scaling-up Inclusive Distribution Networks. Harvard Business Publishing.
- 2018 Case – Trujillo, D. and Puerto, A. (2018). Cacao Inclusivo: el modelo de abastecimiento de la Compañía Nacional de Chocolates en Colombia [Inclusive Cocoa: Procurement Model from National Chocolate Company in Colombia] (Published in Spanish). RedEAmerica Case-Studies.
- 2011 Trujillo, D., & Gutierrez, R., Alpina, Inc. Case SKE-125. (Alpina, Inc. Caso SKS-112). Boston: Harvard Business School Publishing.
- 2009 Trujillo, D., Orozco, L.E., Thiell, M., Gutiérrez, R., Ceramics of Costaragua: The Challenges of Selling to Low-Income Citizens. Case SKE-127. (Cerámicas de costaragua: retos en las ventas a ciudadanos con bajos ingresos. Caso SKS-114). Boston: Harvard Business School Publishing.
- 2007 La construcción de una política pública para el fortalecimiento de las organizaciones de base en Bogotá: retos de una alianza entre entidades privadas y públicas, Bogotá (published in Spanish with Diaz, L. & Avella, L.). Bogotá: Fundacion Corona, Redeamerica Case-studies.
- 2006 Case - Diaz, L., Avella, L. and Trujillo, D. (2006) Política pública para el fortalecimiento de la participación en Bogotá [Public Policy to promote Grass Roots Development in Bogota] (published in Spanish). Bogota: Fundacion. Corona, RedEAmerica Case-studies.
- 2004 Copy – Paste. Bogotá, Colombia: Cátedra Transparencia.
- 2003 (with Gutiérrez, R. and Ruiz, J.) Los desafíos para el Minuto de Dios (B). Caso SKS-023. (The Challenges to the Minuto de Dios (B) Case SKS-023). Boston: Harvard Business School Publishing.
- 2003 (with Fernández, D. and Gutiérrez, R.) Indupalma (A1): Los primeros años, 1961-1977. Caso SKS-200301 (Indupalma (A1): The first years, 1961-1977. Case SKS-200301). Boston: Harvard Business School Publishing.
- 2003 (with Fernández, D. y Gutiérrez, R.) Indupalma (A2): Los años después del secuestro, 1977-1991. Caso SKS-200302 (The years after the kidnapping, 1977-1991. Case SKS-200302.). Boston: Harvard Business School Publishing.
- 2003 (with Fernández, D. and Gutiérrez, R.) Indupalma y las Cooperativas de Trabajo Asociado (B) 1991-2002. Caso SKS-200303. (Indupalma and the Associated Labor Cooperatives (B) 1991-2002. Case SKS-200303.) Boston: Harvard Business School Publishing.
- 2003 Case - Gutierrez, R., Trujillo, D., and Ruiz, J., (2003). The Challenges for the Minuto de Dios (A) (Published in English and Spanish) Case SKE-015. Boston: Harvard Business School Publishing.
- 2003 Case – Gutierrez, R. and Trujillo, D. (2003). Twenty-First Century Leaders

(published in English and Spanish). Case SKE-021. Boston: Harvard Business School Publishing.

## Chapters in Books

- 2021 Chapter - Trujillo, D. and Puerto, A. (2021) Scaling-up Inclusive Distribution Networks: Inertia against Sustainability. (Eds Rueda, X; Arnold, M.G.; Gold, S., Muthuri, J.) Base of the Pyramids Markets in Latin America & the Caribbean: innovation and challenges to sustainability. Routledge.
- 2018 Trujillo, D. (2018). Gobernanza de la sostenibilidad y otros asuntos públicos [Governance for Sustainability and Other Public Affairs]. In Rodríguez, M. Y Vélez, M.A. (Eds) Gobernanza y Gerencia del Desarrollo Sostenible [Sustainable Development Governance and Management.] (Published in Spanish) Bogotá: Ediciones Uniandes. Chapter 6.
- 2018 Trujillo, D. (2018). De la gobernanza a la gerencia [From Governance to Management]. In Rodríguez, M. Y Vélez, M.A. (Eds) Gobernanza y Gerencia del Desarrollo Sostenible [Sustainable Development Governance and Management.] (Published in Spanish) Bogotá: Ediciones Uniandes.
- 2015 Quantification as a Philosophical Act. In: The Routledge Companion to Philosophy in Organization Studies Edited by Raza Mir, Hugh Willmott, Michelle Greenwood 2016 – Routledge 616 pages.
- 2012 Trujillo, D. (2012) Responsabilidad social corporativa [Corporate Social Responsibility]. In Azuero, F; González, A.; Gutiérrez, M. (Eds) Tendencias en la Administración: Gerencia y Academia, (published in Spanish). Bogota: Ediciones Uniandes
- 2010 Trujillo, D., Durana, V., Franco, N., Gutierrez, R., Lobo, I., Utilities: Private Interest and Social Benefits. In: Socially Inclusive Business: Engaging the Poor through Market Initiative in Iberoamerica. Cambridge: The David Rockefeller Center Series on Latin American Studies, Harvard University Press.
- 2006 Gutiérrez, R., Reficco, E., and Trujillo, D. (2006). Creating Social and Economic Value, In Austin, J., Gutierrez, R., Ogliastris, E., and Reficco, E. (EDs). Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica (published in English and Spanish). Cambridge: Harvard University, David Rockefeller Center for Latin American Studies, Inter-American Development Bank. Chapter 10. pp:251-276.
- 2004 “Colombia: Multi-Party Alliance Development”. Co-authors: Gutiérrez, R., Trujillo, D., Lobo, I. In: Austin, J., Reficco, E., and SEKN Team, Social Partnering in Latin America: Lessons Drawn from Collaborations of Businesses and Civil Society Organizations. Boston, United States, David Rockefeller Center for Latin American Studies, 2004, pp 281 - 309.
- 2004 Trujillo, D. and Lleras, J. (2004). Aprendizaje basado en el servicio [Service Learning] in Chau, E. Lleras, J. y Velásquez, A. (Eds) Educación para la Ciudadanía: Una propuesta integradora [Citizenship Education:an integrative proposal]. (Published in Spanish) Bogota: Ediciones Uniandes. pp 75 – 81.

- 2004 Trujillo, D. and Lleras, J. (2004). Desarrollo de las competencias ciudadanas a través del arte [Citizenship Competencies Development through Arts] in Chau, E. Lleras, J. y Velásquez, A. (Eds) Educación para la Ciudadanía: Una propuesta integradora [Citizenship Education: an integrative proposal]. (published in Spanish), Bogota: Ediciones Uniandes, pp 146 – 175.

## Monographs

- 2010 Franco N, Canal M, Esguerra R, Wills E, Trujillo D. (2010) Incidencia en el Empoderamiento de comunidades por Programas de Desarrollo y Paz y Fundaciones Petroleras. Colombia.
- 2007 Gutiérrez, R., Trujillo, D., Jimenez, A. & Escobar, N. (2007) Más allá del discurso: Emprendimientos sociales en sectores estratégicos en Colombia [Beyond the speech: Social Enterprises in Strategic Economic Sectors in Colombia] (published in Spanish) Bogota: Fundacion Corona.
- 2006 La construcción de una política pública para el fortalecimiento de las organizaciones de base en Bogotá (con Avella, L. & Diaz, L.). Bogotá: Fundación Corona, Colección de Casos de Redeamerica, 2006.
- 2002 “Mujeres y Hombres frente a la justicia en la organización” Bogotá, Colombia, 2002, No. 61.

## Conference Presentations

- 2021 Trujillo, D. & Nigam, A, 2021, Processes at Work on Hybridity in Conservation Governance and Management. September, 2021 Virtual conference 12th International Process Symposium Organizing beyond organizations for the common good: Confronting major societal challenges through process studies.
- 2020 Dodge, J. & Trujillo, D., 2020. Anticipating the Future in La Macarena, Colombia: A Community's Struggle for Sustainable Development and Peace, Interpretive Policy Analysis Conference. Virtual conference.
- 2019 Kodeih, F.; Nigam, A.; Schildt, H. Trujillo, D. (2019). Developing Communities, Organizations, and Institutions to Create Social Value. Symposium at the Academy of Management Conference. Boston.
- 2018 Trujillo, D. and Dodge, J. (June, 2018). Emerging Governance in Post-Conflict Settings: Rationality and Technology Contestation in Governing Resources and Development. Paper presented at the 6th Cross-Sector Social Interactions Symposium Copenhagen, Denmark.
- 2017 Trujillo, D. (June, 2017). Value Creation in Collaborative Governance Arrangements. Paper presented at the Public Management Research Conference. Washington D.C, USA.
- 2016 Trujillo, D. (April, 2016). Value Creation in Cross-Sector Collaboration: an Analysis of Increased Capacity for Collective Action at the Beneficiary Level of Analysis. Paper presented at the 5th Cross-Sector Social Interactions Symposium “Cross-Sector Partnerships for Systemic Change”. Toronto, Canada.
- 2014 Trujillo, D. (May, 2014). How do Cross-Sector Collaboration creates value for its intended beneficiaries? Paper presented at the 4th Cross-Sector Social

- Interactions Symposium “Innovative Collaboration for a Complex World: Reaching across Institutional Divides”. Boston, USA.
- 2012 Trujillo, D. and Ospina, S. (September, 2012). Value Creation in Cross-Sector Collaboration and the Nature of Public Value. Paper presented at the Public Value Conference. Minnesota, USA.
- 2007 Lecturer, First Conflict Resolution Forum of Red Latinoamericana, Bogotá, Colombia.
- 2007 Lecturer, Foro Regional Latinoamericano de la Red Global de Innovadores de Gobierno, Prácticas Democráticas, Decisiones Públicas y Ciudadanía del Instituto Ash de la Escuela de Gobierno de la Universidad de Harvard, México.

### Other Academic Publications

- 2022 Rubiano, M.J.; Vélez, M.A. & Trujillo, D. (2022) Investigación convencional, colaborativa y participativa: Propuesta para el desarrollo de investigaciones con comunidades. (published in Spanish) Serie de documentos CESED #32, 23 agosto 2022.
- 2021 Rueda, X.; Trujillo, D.; DeLaHoz, M.C.; Sanabria, P. (2021). ¿Separar o Compartir? La efectividad de las acciones de conservación en mosaicos de paisajes: revisión de la literatura y anotaciones para una aproximación latinoamericana. [Land sharing – land sparing: Effectiveness of conservation strategies in landscapes: literature review implications for Latin America]. (published in Spanish) Policy Memo CODS.
- 2007 Canal, M.; Trujillo, D., Gutierrez, R. & Wills, E. (2007). Empoderamiento y desarrollo de base en Programas de Paz y Desarrollo en Colombia [Empowerment and Grass Roots Development in Peace and Development Programs in Colombia] (published in Spanish) Perspectivas, Vol, 5, No.1, June 2007.
- 2006 “The Base of the Pyramid. Citizenship above Consumerism: Colombia’s Colceramica” (with Gutiérrez, R.). Harvard Review of Latin America. Volume 6, No.1. Cambridge: The David Rockefeller Center Series on Latin American Studies.
- 2006 Gutiérrez, R., Reficco, E., Trujillo, D. (2006). Social Enterprise (published in Portuguese.) in RAUSP V.41, No.4, October /December 2006.
- 2005 Gutiérrez, R., Trujillo, D., and Lobo, I. (2005) Responsabilidad social de la pequeña y mediana empresa [Social Responsibility in Small and Medium Enterprises] in: PYME, Gerencia para la Competitividad [SME, Management for Competitiveness]. Uniandes, Portafolio, Ser PYME. (published in Spanish) Bogota: Portafolio, El tiempo, pp.279-291.
- 2004 “El desarrollo de alianzas múltiples en los casos colombianos”. In: “Alianzas Sociales en América Latina: lecciones aprendidas de colaboración entre el sector privado y las organizaciones de la sociedad civil.” Cambridge: The David Rockefeller Center Series on Latin American Studies, Harvard University Press, 2004.

## SCHOLARSHIPS AND ACADEMIC DISTINCTIONS

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2009 - 2012	New York University, NY, United States.
1993	Università per Stranieri di Siena - Scholarship to study Italian language and culture paid by the University.

## PARTICIPATION IN BOARDS, GRANTS, COMMITTEES AND ASSOCIATIONS

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2022 – 2024	IDRC_AVINA Regenerative Agribusiness Research editorial committee.
2022 – 2024	Regenerative Agribusinesses and Investment with a Gender Lens: Regeneration for Building Back in the Amazon and Dry Corridor of LAC. IDRC Funded for US\$43,520
2021 – 2024	Social Enterprise Knowledge Network editorial committee for the research on Regenerative Business Models
2021 – 2022	Global Research Challenges Fund / UK. Balancing Environmental Protection and Social Rights and Inclusion in Colombia's Parques Naturales Nacionales. Co-Investigators: Amit Nigam and Diana Trujillo. Funded for US\$17,300.
2020	Global Research Challenges Fund / UK. Institutional Actor Emergence in Violent Fields. Co-Investigators: Diana Trujillo and Amit Nigam. Funded for US\$4,400.
2019	Global Research Challenges Fund / UK. Institutional Actor Emergence in violent Fields. Co-investigators: Diana Trujillo and Amit Nigam. Funded for US\$3,000.