



**DANIELS**  
COLLEGE OF BUSINESS  
UNIVERSITY of DENVER

**Principles for Responsible Management Education (PRME)**  
Sharing Information on Progress Report  
(2012-2013)

**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for**  
**Responsible Management Education**

June 2013



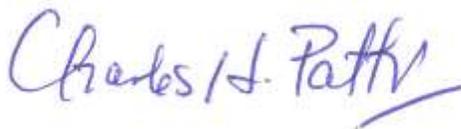
Dear Friends,

The Daniels College of Business remains a proud member of PRME as we submit our second Sharing in Progress Report. We are committed to the principles of PRME and are confident that the report demonstrates this dedication.

Our strategic plan, *Daniels Tomorrow*, prominently features and complements the principles for responsible management education. We have been executing on the seven goals of our plan since 2009 and have made tremendous progress.

These goals include a focus on exemplary curricula and pedagogy to develop responsible business leaders, knowledge creation that addresses social responsibility, ethics and sustainability, and building a community of choice that attracts students and leaders in business, education and the community who want to make a positive difference in the global economy.

Respectfully submitted,

A handwritten signature in blue ink that reads "Charles H. Patti". The signature is written in a cursive, flowing style.

Charles H. Patti, PhD  
Interim Dean, Daniels College of Business  
Professor of Marketing

## Daniels College of Business: Vision and Mission

DANIELS COLLEGE OF BUSINESS | UNIVERSITY OF DENVER

<b>Our Vision</b>	A premier private business college globally recognized as a leader whose educational experiences, outreach, and knowledge creation transforms lives, organizations and communities.
<b>Our Mission</b>	<b>Ethical Practice. Thought Leadership. Global Impact.</b> The Daniels College of Business is dedicated to educating ethical business leaders, advancing the theory and practice of business, and making a positive global impact.
<b>Our Values</b>	<b>Excellence. Ethics. Community.</b> We are committed to the values of excellence and ethics that serve to sustain a rich and dynamic learning community.

To read more: [daniels.du.edu/aboutus/missionvisionvalues.html](http://daniels.du.edu/aboutus/missionvisionvalues.html)

### Mission Proof Points:

- We develop students of business into ethical leaders who can navigate in a changing global marketplace and world, using their deep experiential knowledge, skills and perspectives.
- Our faculty contributes new knowledge through high-quality research with a primary emphasis on discipline and applied publications.
- We provide access to a strong network of people who share in the endeavor to build a sustainable world in which to live and work.

## The Daniels Value Statement

We are committed to the values of excellence and ethics that serve to sustain a rich and dynamic learning community.

### Community

- Contribute one's energy, talent and dedication to a vibrant learning community.
- Fulfill the College vision and mission through our learning community of students, faculty, staff and alumni.
- Expect individual involvement in and responsibility to the betterment of the Daniels Community.
- Build and nurture relationships with the University of Denver community, the business community and communities around the world.
- Further a diverse and inclusive community.
- Practice sustainability.



### Excellence

- Commit to a lifelong experience of individual and community excellence.
- Strive toward a global reputation of excellence.
- Celebrate individual and community achievements.
- Demonstrate an entrepreneurial spirit in the community.
- Sustain a dynamic curriculum with ongoing revisions based upon the needs of stakeholders.

### Ethics

- Behave ethically, with integrity and professionalism, toward internal and external stakeholders, which include students, faculty, staff, alumni, the University and the business community.
- Strive for mutual respect and dignity toward each other in a diverse culture.
- Advance the professional development of all members of the community.
- Pursue a collaborative and collegial environment.

## Daniels College of Business: History with PRME

The Daniels College of Business (Daniels) joined PRME in the spring of 2009. Daniels recognized that the Six Principles for Responsible Management Education complement our commitment to prepare our students for the complex issues of globalization, technological change, environmental responsibility, and social equity.



The following report will provide an overview of our major achievements in each of the six PRME principles over the last 18 months and our key objectives for the next 18 months. We will conclude with a description of our commitment to increased integration between Daniels and the PRME community.

### Principle 1: Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

The Daniels College of Business (Daniels) is recognized within the University of Denver (DU) community as a leader in the development and implementation of ethics and sustainability-focused educational programs. Daniels strives to create a collaborative, interdisciplinary culture for research and educational programming, and works to encourage the adoption of ethical and sustainable practices on the DU campus at large.

In support of these organizational foci, Daniels released a new set of Strategic Action Plans (SAPs) in 2012 in conjunction with its comprehensive Daniels Tomorrow Strategic Plan. One of the SAPs is dedicated exclusively to ethics, sustainability, and social responsibility. The SAP includes a comprehensive redesign of the college's core curriculum, the creation of external advisory boards, and tracking plans to ensure that sustainability continues to be a central component of the Daniels experience.

The Daniels commitment to the Principle of Purpose is meaningfully communicated through these efforts and is integrated throughout the College's programs.

### **Admissions**

All prospective Daniels graduate students are required to respond to an essay prompt which asks them to detail an ethical dilemma that they have encountered and to describe how they determined the best action to take. This highlights the importance of ethics at Daniels and encourages students to begin examining their own ethical mindsets and assumptions even before they have been accepted into the program.

### **Student Orientation**

New student orientation is a powerful opportunity to introduce students to the Daniels mission of educating ethical business leaders, advancing the theory and practice of business, and making a positive global impact. Topics covered throughout the five-day orientation include an introduction to the Daniels Compass curriculum (which will be discussed further under Principle 3), accounting and statistics base camp, advising and registration, personality and future career fit assessments, social/networking opportunities, and presentations by key administrative and student leaders.

### **Ethics Boot Camp**

Undergraduate students at Daniels participate in the mandatory Ethics Boot Camp, a two-day program which orients students to the importance of ethics, corporate responsibility, and sustainability to business practice. The camp features a diverse array of speakers, presentations, team activities, and leadership opportunities. Students also participate in a volunteer component which benefits the greater community. Recent projects have included providing “build-a-bear” toys to Children’s Hospital patients, fundraising for inner-city schools, building bikes that they donated to a leukemia foundation and doing a variety of volunteer activities with Goodwill Industries.

### **Code of Honor at Academic Hooding Ceremony**

Upon the conclusion of their degree programs, Daniels graduate students are presented with a hood to honor their accomplishment. During the Daniels Academic Hood Presentation Ceremony, graduating students are invited to verbally commit to upholding the Daniels Code of Honor with their fellow classmates, faculty, staff, friends, and family acting as witnesses to the occasion. The Code, which was created by a collaboration of students and faculty, reads as follows:

*Today, as a member of the Daniels College of Business, I acknowledge my ongoing commitment to the business profession and the global community.*

*I will exercise impartial judgment and continue to make independent decisions consistent with the highest ethical standards.*

*I will manage the need for change and growth with careful consideration of its impact on stakeholders.*

*With enlightened practice and professional achievement, I will strive to create long-term prosperity.*

*I am a leader who accepts the fiduciary duty and respect that the community has bestowed upon me.*

*As responsible citizens, we pledge to bring honor to ourselves, our alma mater, our colleagues, and our profession.*

## Student Organizations

### Net Impact

Net Impact is an international organization whose mission is to change the world through business. The Daniels Chapter of Net Impact is comprised of a dedicated group of graduate students who provide opportunities to link the theories of the Daniels Compass to practical, real world experiences. The chapter aims to prepare members for careers that will make a positive difference in the world. Net Impact members include current and emerging leaders in corporate social responsibility (CSR), social entrepreneurship, nonprofit management, international development, and environmental sustainability.

The Daniels Net Impact chapter has engaged with the local community in innovative projects such as partnering with Dionisio Metals to aid the company in pursuing the Gold Environmental Leadership Award and placing students on boards of directors in non-voting strategic positions through its new Board Fellows program.

### Graduates Involved in Voluntary Efforts (GIVE)

Founded in 1991 and formally a student-run group, GIVE established a standard of giving back to the community among Daniels graduate students. GIVE has evolved into a program under the direction of the Graduate Business Student Association (GBSA) and coordinates community service opportunities with organizations such as the Bridge Project, Junior Achievement and KidsTek.

### *DU Sustainability Council*

Daniels students, faculty and staff are active contributors to the DU Sustainability Council, co-founded by a Daniels faculty member in 2007. DU is a signator to the American College and University Presidents Climate Commitment agreement.

## Case Competitions

### Competitions Created and Executed by Daniels College of Business

#### *Race & Case Competition*



Since 2003, the Daniels Graduate Business Student Association has hosted business school teams from around the country for an annual ethics/sustainability business case competition combined with an Alpine ski challenge. Race & Case provides students with an opportunity to apply critical thinking and ethical decision-making skills to unique, real-world situations, along with the chance to conquer fresh Rocky Mountain powder. The Daniels team has won the top prize several times over the past ten years.

#### *Inclusive Excellence Competition*

In 2013, Daniels hosted the fourth annual Inclusive Excellence Business Case Competition. The competition was conceived in 2010 by the Daniels Inclusive Excellence Committee. As one of the country's few business case competitions centered on diversity, the competition allows students to apply critical thinking and knowledge about diversity to real-world problems at the participating companies.

## **Competitions in which Daniels Students Participate**

### ***Aspen Institute's Business & Society International MBA Case Competition***

Daniels participates in this annual case competition each spring along with 25 other nationally-ranked business schools. The competition requires innovative thinking at the intersection of corporate profitability and positive social, environmental, and ethical impacts. Daniels students step into a real-life, time-sensitive scenario demanding integrative decision-making. The competition provides them with relevant, hands-on experience for the challenges they will face as the next generation of business leaders. The Daniels team took top honors in 2012 and placed in the top 5 in 2013.

### ***Hult Global Case Challenge***

Daniels competed with tens of thousands of students from around the world in the 2013 Hult Global Case Challenge. The Hult Prize is dedicated to launching promising student social entrepreneurs and to finding solutions to the world's most pressing social challenges.

### ***Daniels Fund Ethics Initiative's Consortium Case Competition***

This undergraduate case competition, hosted by the Daniels Fund Ethics Initiative, requires students to analyze a realistic, thought-provoking business ethics case which involves a crisis management situation. The competition is currently in its second year and Daniels has participated in both annual competitions.

### ***Scholarships for Students in Non-Profit Sector***

Daniels has begun offering several scholarships for prospective students who work in the non-profit sector. These students provide a different perspective about business and society in the classroom and will likely continue to work in the non-profit sector.

## **Principle 2: Values**

*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

### **Daniels Global Initiative**

To continuously expand and deepen its international presence and offerings, the College recently launched the Daniels Global Initiative. The initiative focuses on cultivating new international business and educational partnerships, enhancing learning and career opportunities for students, and building up research, faculty exchange and

visiting scholar programs. It ensures that the concepts of globalization and sustainable stewardship are embedded into everything Daniels does — both inside the classroom and out.

### **Global Opportunities Program**

The Global Opportunities program provides a valuable international experience for students as well as value to the community and organization where those students serve. In this program, students are immersed in a foreign culture while working with a local enterprise on a project involving sustainable development, innovation, and/or social entrepreneurship. Past programs have included working with:

- Peace House school for AIDS orphans in Tanzania
- A vineyard to promote tourism as an additional income generator in Argentina
- A gold mining company on community development in Ghana
- A mining company on environmental integrity issues in Peru and South Africa
- Multiple international banks to learn how micro-lending funds are being distributed in Philippines, Uganda, Kenya, Republic of Georgia, Azerbaijan, and Cambodia

### **International Travel Seminar – Professional MBA**

The capstone project for PMBA students focuses on organizational sustainability. Students analyze problems within international organizations and identify the social, economic and environmental factors of business decisions. After studying an organization before and during the on-site, 10-day visit, student teams develop a proposal for a sustainable business model, which they present to the client. Past cohorts have worked with a school and a wildlife refuge in Costa Rica and the national Tourism Authority and Ministry of International Trade in St. Kitts. Current and future locations include Turkey and Czechoslovakia where students will do a sustainability profile of the nation state focusing on environmental issues.

### **Partnership with Non-Business Disciplines**

The Daniels College has strong relationships with other professional schools at the University of Denver, namely, the Josef Korbel School of International Studies and the Donald Sturm School of Law. We also have a strong relationship with the Morgridge College of Education, where we offer an MBA program for school principals. We continually look for ways to engage with other disciplines around the university and will continue to build upon our strong relationships with the administrative units.

### **Partnership with Daniels Fund Academic Consortium**

The Daniels Fund is the steward of Bill Daniels's legacy. It has established a consortium of business schools in the region that have received financial support from the Daniels Fund. The Consortium's objectives are to collaboratively:

- Strengthen and expand principle-based ethics instruction in the region



- Expand ethics resources, shared among members
- Enhance ethics instructional approaches
- Expand activities related to ethics education

Daniels plays an active role in the central focus of the Consortium, specifically in designing and implementing an evaluation plan for the activities of the Consortium schools. The Daniels College has created a pre/post-test designed to measure ethical awareness, the ethical decision process, the importance of ethical principles, and decisions. This instrument has been given to all undergraduate and graduate students at Daniels since the fall of 2011. The pretest result analysis of the Ethics Evaluation (a pre-post experimental design) is complete. The evaluation program will be implemented in Fall 2013 for both graduate and undergraduate programs.

### Principle 3: Method

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

Daniels is proud of our commitment to educating students on the latest sustainable business practices. Our curriculum is recognized as being on the leading edge in sustainable strategies that emphasize social, corporate and environmental stewardship.

### **Daniels Compass Curriculum**

Our vow to promote and uphold PRME principles is best illustrated by the Daniels Compass, a suite of three courses which every MBA student is required to take:

- *The Essence of Enterprise*: This is the gateway course for all graduate students. Its focus is on the role of business in society from a systems perspective, including personal systems (self-awareness, decision processes, team building, and values-based leadership), internal organizational systems, and global systems. The critical pedagogy here is small group discussions (five students with one professor) on critical issues in these areas.
  - *Leading at the Edge Weekend*: An integral part of *The Essence of Enterprise* course is this intensive and intellectually rigorous three-day outdoor program, which is held at a nature camp in the Rocky Mountains. Students develop skills in decision making, problem solving, teamwork, and how to address ethical issues in times of stress. The weekend aims to establish trust among cohorts and instill the importance of values in leadership. Students find themselves moving from an individual to a collaborative perspective with regard to their future roles in business and the community.
- *Ethics for the 21<sup>st</sup> Century Professional*: In this course, the emphasis shifts to personal ethics applied in organizational settings and values-based leadership. Case studies, films and imaginative literature are used to help students learn how successful leaders create and maintain effective and ethical corporate cultures.

- *Creating Sustainable Enterprises*: Here the focus is on understanding how all types and sizes of businesses can apply the triple-bottom-line of People, Planet and Profit. In particular, the course stresses how ethics, social responsibility, and sustainability can be integrated into corporate strategy.

### **Creating Community Capital**

As part of the Compass curriculum, all Daniels graduate students are charged with proposing solutions to community problems by developing business innovations that can impact the economic, social and environmental bottom line of an organization. Past Community Capital Projects have been wide-ranging; examples include helping nonprofits “go green” despite a lack of resources, starting a foundation to raise awareness for Fragile X Syndrome, and working with Denver Children’s Home which serves abused and neglected children.

### **Courses in Ethics and Sustainability**

In addition to the Daniels Compass courses, Daniels offers courses focused on ethics and sustainability, which provide students the opportunity to learn responsible leadership practices.

- ***CEOs and Corporate Governance***  
This course examines the current and pressing issue of corporate governance, in its ethical, legal, and social dimensions. Students read the latest views of scholars and experts and understand the perspectives of corporate CEOs and other organization leaders. Topics explored include the history of various governance models, public policy on corporate governance, corporate board functions and responsibilities, the dynamics between CEOs and boards, ethical leadership and corporate culture, ethics and compliance programs, executive liability, nonprofit corporate governance, board and audit committee responsibilities, restructuring and governance, executive compensation problems and solutions, shareholder activism, and corporate governance reforms.
- ***Business Ethics and Social Responsibility***  
This course introduces students to ethical concepts, theories and issues as they relate to business and managerial decision making, including the social responsibilities of business. The course uses case studies, group projects and class discussion to engage the students.
- ***Global Social Entrepreneurship***  
The main focus of this course is on exploring the phenomenon of Global Social Entrepreneurship and the cultural, economic and managerial issues critical for succeeding in this field. Unique situations in the form of cases are discussed with the goal of exposing students to the dynamic, challenging and complex issues that social entrepreneurs face.



- ***The Leadership Compass***  
In order to “close the circle,” this course takes students back to the Essence/Edge course to immerse them deeply in readings they had discussed only briefly, and to see how the ideas found therein can, should, and do influence the leadership of modern business organizations.
- ***Values Based Leadership in Practice***  
This course is a practical focus on leadership culture through analysis of real leaders applying theory to their personal experiences and practice. The course utilizes speakers in the Voices of Experience Speaker Series and outstanding literature to facilitate discussion.
- ***Science and Management of Organizational Ethics***  
This course examines our knowledge regarding ethical decision making and behavior in organizational contexts. The course also explores the implications of such knowledge for effectively creating and managing ethical organizations. The course will be conducted as a graduate seminar with students playing a central role in identifying topics, researching content areas, and deciding on course outcomes. We will examine conceptual and theoretical models of ethical behavior in organizations, research empirical studies, and develop managerial implications. The overarching goal is to increase knowledge and understanding so as to strengthen capacities to be ethical leaders and managers.
- ***Sustainability Leadership and Implementation***  
This course can be taken for either graduate level credit or to earn a certificate in Sustainability Leadership and Implementation. Students gain a deep understanding of sustainability frameworks while also learning practical leadership and implementation skills. The course requirement is the creation of a sustainability initiative for their organization.

***Other courses with a focus on responsible leadership include:***

- *Bioenterprises*
- *Business Ethics and Social Responsibility*
- *Creating and Leading Ethical Organizations*
- *Creating Sustainable Enterprises*
- *E-Commerce Law and Ethics*
- *Employment Law and Ethics*
- *Entrepreneur & Family Business Organization*
- *Governance Ethics & Leadership*
- *Environmental Policy and Management*
- *Leadership, Teams and Values*
- *Not-For-Profit Management*
- *Strategic Human Resources*

### **Minor in Sustainability Available to Daniels Undergraduate Students**

In partnership with DU's Department of Geography within the Division of Natural Sciences and Mathematics, Daniels undergraduate students can choose to pursue a minor in sustainability. The specific focus of this minor varies depending on student elective choices. Options include environmental, economic, and/or social sustainability.

### **Values-Based Leadership Concentration Available to Daniels Graduate Students**

This concentration, offered by the Department of Business Ethics and Legal Studies, prepares students to manage and lead with integrity. Courses in this concentration focus on important issues that can make or break a company: ethics, legal liability, corporate culture, and sustainability.

### **Recognized as Top Undergraduate Business School for Ethics**

Daniels's focus on preparing students to be responsible leaders recently earned the school accolades from *Bloomberg Businessweek*, which ranked Daniels in 2013 as one of the Top Undergraduate Business Schools in the Nation for its Ethics Curriculum. In this category, Daniels placed fourth out of 124 participating schools.

### **Recognized by Aspen Institute in its Beyond Grey Pinstripes Ranking.**

In 2011, the last year in which the Aspen Institute conducted its Beyond Grey Pinstripes ranking, Daniels College was ranked No. 15 out of 100 schools and was ranked No. 2 for schools with small enrollment (class size of less than 100).

## **Principle 4: Research**

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*

### **Faculty Research**

The Daniels faculty is committed to delivering innovative research and has contributed significantly to the body of knowledge focused on responsible leadership in practical business settings.

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### Principle 5: Partnership

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

### **Institute for Enterprise Ethics**

The Institute for Enterprise Ethics is dedicated to the integration of ethical, socially responsible, and sustainable leadership practices into the fabric of corporate culture. Affiliated with the prestigious Markkula Center for Applied Ethics at Santa Clara University, this funded Institute provides a public forum for sharing knowledge and research between our faculty and business leaders.



The Institute's purpose is to help executives, officers and directors keep their organizations on the forefront of enterprise ethics.

### **Key Focus Areas:**

- **Enterprise Ethics and Compliance**
  - **Carl M. Williams Business Ethics Network:** Brings together leaders from business and professional organizations, along with professors from major universities and other thought leaders in ethics and compliance to generate and share knowledge, experience, research and educational resources on ethical business practices.
- **Enterprise Governance and Leadership**
  - Designed to help senior executives, officers, independent directors and counselors and advisors in both commercial and service organizations to guide their enterprises to stay on the forefront of enterprise ethics through programs such as presentations, discussions, and executive breakfasts.
- **Enterprise Social Responsibility and Sustainability**
  - The Institute's focus on Social Responsibility and Sustainability is engaged with topics and issues that will help the enterprise strike the appropriate balance between sustaining the planet and sustaining the enterprise and will engage practitioners, academics and other thought leaders on practical topics of sustainable value.

The Institute has had an active program schedule since its inception. The audience for these programs consists of business, government and non-profit managers. They are delivered by Daniels faculty members. Program topics include:

- Creating a Culture of Candor in Your Organization

- New Responsibilities for Directors and Senior Executives
- Short-termism and Ethical Behavior
- Ethics and the Millennial Generation
- Implementing the Dodd-Frank Whistleblowing Provisions
- The UK Bribery Act
- Personal Ethics and Legal Compliance
- The Tone at the Middle
- Global Compliance: What Works and What Doesn't
- Corporate Social Responsibility ROI: Linking Operations to Financials
- Supply Chain Sustainability – Risk and Opportunity
- Company Stakeholder Responsibility: A New Approach to CSR
- Rio + 20 Years: What have We Learned?

### **Executive Advisory Board**

The Daniels Executive Advisory Board consists of leaders from across a broad spectrum of business, each bringing unparalleled experience and visionary leadership to the table. These exceptional individuals gather on a regular basis to provide insight to Daniels, act as a sounding board, and share best practices and lessons learned from their respective experience in leading some of the world's largest organizations.

### **Corporate Partners Program**

The Daniels Corporate Partners Program provides the financial resources and intellectual capital that allow Daniels to offer top educational and research programs benefiting the University of Denver, as well as the regional, national and global business communities. The program encourages meaningful interactions among executives, students, faculty, staff and alumni. These exchanges--from mentoring to consulting projects--prepare students to become tomorrow's leaders. Daniels Corporate Partners, benefit from access to a world-class pool of talent, which includes students, alumni and faculty. The program offers varying levels of participation to create a mutually beneficial relationship between Daniels and each individual corporate entity.

### **Conference and Seminars**

Daniels faculty, staff and students engage as participants, volunteers, and leaders in several local and national conferences focused on the social and environmental responsibilities of businesses.

- ***Rocky Mountain Sustainability Summit***  
The Rocky Mountain Sustainability Summit brings together some of the brightest minds in sustainability and corporate responsibility. Daniels was a Bronze sponsor of the 2013 Summit.
- ***Net Impact Conference***  
In 2012, Daniels provided funding which enabled 11 students to attend the 20<sup>th</sup> annual National Net Impact Conference in Baltimore, MD. The event brought students together to share knowledge and inspiration in the pursuit of a sustainable world.

- ***Association for the Advancement of Sustainability in Higher Education Conference (AASHE)***  
AASHE is committed to creating a brighter future of opportunity for all by advancing sustainability in higher education. Faculty, staff and students from the University will attend the 2013 national conference in Nashville. DU is a member of AASHE and has maintained the organization's Gold STARS rating since 2011.
- ***National Renewable Energy Laboratory (NREL) Industry Growth Forum***  
NREL's Industry Growth Forum (IGF) is the nation's largest event focused exclusively on companies which are developing clean energy products. Daniels provides student volunteers for IGF, who can then participate in the activities during the annual three-day event. IGF attracts more than 500 professionals in the industry including venture capitalists, investment bankers, corporate investors, energy executives and government officials. Daniels also has a continuing graduate assistant position at NREL.
- ***Energy Africa Conference 2013***  
The Daniels College of Business is a sponsor of the Energy Africa Conference, which will be held in Golden, Colorado in the fall of 2013. The focus of the conference is to find solutions to Africa's energy needs by leveraging the synergy between gas and renewable energy sources.
- ***Business for Social Responsibility (BSR), International Conference***  
Daniels was a participant in the 2012 BSR Conference, which was held in New York City. The annual conference is one of the world's largest and most influential events devoted to sustainable business and features more than 1,000 senior business executives, entrepreneurs, and experts from the public sector and civil society who are redefining leadership for sustainable business success.

### **Solving Real-World Business Issues**

In addition to offering classroom teaching on responsible leadership, Daniels also offers students the opportunity to apply their knowledge by solving real-world business issues.

- ***Daniels Consulting Firm***  
The vision of the Daniels Consulting and Strategy Group is to be the premier source of business school consulting talent for the Rocky Mountain region of the United States, which will be achieved via a three-fold approach:
  - Educating members about the consulting industry and its opportunities

- Providing resources and forums for interview preparation and recruitment
  - Aggressively involving consulting professionals and other external resources for networking and professional engagement.
- ***Enterprise Solutions***  
Enterprise Solutions is a required core class in which students consult with companies on real business challenges they are facing. Student teams complete an in-depth strategic study and proposal for the company's course of action. Since the program's inception, businesses that have participated in the Enterprise Solutions programs have seen some of their most pressing business needs solved and have been presented with innovative new opportunities.

The program works with for-profit, non-profit and governmental organizations; past participants include Newmont Mining, Coca-Cola, Frontier Airlines, Dish Network, First Data, Qwest, White Wave Foods, Mental Health Center of Denver, Hep C Foundation, the City and County of Denver, and Friendship Bridge, Inc.

- ***Social Entrepreneurship and Microfinance***  
In partnership with **Deutsche Bank's** \$100 million microfinance fund, we offer a course in Social Entrepreneurship and Microfinance to graduate students at Daniels, as well as to students in the Sturm College of Law and the Josef Korbel School of International Studies.

Deutsche Bank sends live loan applications and performance reviews from microfinance institutions (MFIs) located around the world, which students then analyze. The class involves a due diligence site visit to the MFIs and small loan recipients in the developing world, and the final student reports become a part of the Bank's official evaluation process. Past trips have included Uganda, Kenya, Republic of George, Philippines, and Cambodia.

This course was selected as one of the 10 most innovative business school courses in the US by Forbes magazine in 2010.

### **Executive MBA Program**

The Executive MBA (EMBA) program at Daniels is a highly selective academic program tailored to the needs of experienced professionals. The program attracts top talent from small, medium and large organizations, entrepreneurial start-ups and non-profit organizations--all with at least 10 years of significant professional experience. This program is the only one in Colorado that has been internationally-ranked by the *Financial Times* for five years in a row.

- ***Social Capital Project***

A significant component of the Daniels EMBA program deals with issues of values and corporate social responsibility, including environmental ethics and sustainable development. The Social Capital Project is a three to four quarter long “assignment,” conducted in teams and designed to reflect the values of Daniels. The projects aim to “Make a Sustainable Difference” within organizations, the community, society and the world as a whole.

The Social Capital Project is intended as a means for students to reinforce skills and apply insights gained throughout their EMBA Program. There are at least three outcomes against which success is measured: (1) accomplishments realized through the execution of a team project; (2) an analysis of individual and team dynamics; and (3) the overall “sustainable” contribution the project has or will make to the organization or community of choice. A competency that is observed and measured by EMBA faculty includes the ability to deal with ambiguity and lack of imposed structure.

The Class of 2013 winning team worked with HANK’s Camp. HANK’s, an acronym for Healing and Nurturing Kids, will be located on a 165 acre farm in Greeley, Colorado which has the South Platte River running through the property. The primary focus of the social capital project was to determine the financial feasibility, operational budget and long term sustainability of the non-profit camp for children and adults going through the process of divorce or separation. In addition, the team explored best possible uses of the entire property in order to determine income generating possibilities to benefit HANK’s Camp.

### **Sustainable Career Placement**

The Daniels College of Business Classes of 2012 and 2013 reported accepting employment with the following nonprofit or governmental organizations:

- A Better World
- Asian Chamber of Commerce
- Boulder County
- Canadian Consulate
- China Chamber of Commerce
- City of Denver
- Colorado PBS
- Denver Office of Economic Development
- Denver Shelter for the Homeless
- Education Pioneer
- Goodwill Industries
- National Civic League
- Red Cross
- Social Venture Fund
- Teach for America
- United Way

- Visit Denver

## Principle 6: Dialogue

*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*



### **Voices of Experience**

The Voices of Experience monthly lecture series brings to Daniels talented and recognized C-suite business professionals from a wide variety of industries to discuss corporate social responsibility and their experiences with sustainable business practices. Speakers from the last 18 months included:

#### *Consumer Products and Services:*

- Maxine Clark, CEO of Build-A-Bear
- Rob Katz, Chairman and CEO of Vail Resorts
- Gary Kelly, Chairman, President and CEO of Southwest Airlines
- John Mackey, CEO of Whole Foods
- Kevin Reddy, Chairman and CEO of Noodles & Company
- Carol Tome, CFO of Home Depot

#### *Electronics:*

- Michael Long, CEO of Arrow Electronics

#### *Engineering and Construction:*

- Lee McIntire, Chairman and CEO of CH2M Hill

#### *Finance:*

- Stewart Stockdale, EVP and President of Global Consumer Financial Services, The Western Union Company

#### *Healthcare:*

- Kent Thiry, CEO of DaVita

### **Net Impact Speaker and Event Series**

Net Impact, one of the most dynamic and involved student organizations at Daniels, fosters real-world dialogue and promotes conversation and debate on a wide variety of global topics related to ethics and social and environmental sustainability. Recent activities have included:



#### *Conferences and Seminars:*

- More Than Money Career Webinar
- National Net Impact Conference in Baltimore, MD
- CORE Sustainable Opportunities Summit

#### *Panels:*

- Sustainability Industry Career Panel, which included representatives from six companies including Vail Resorts, CorpsGiving, and Miller-Coors

#### *Speakers:*

- Chad King, Sustainability Coordinator of the University of Denver
- Tom McGee, Energy Engineer of the University of Denver
- Kate Peabody, Communication Strategist at CH2M Hill (worked with the Water Project Team)
- Rob Smith, Executive Director of the Rocky Mountain MicroFinance Institute
- Seana Steffen, Founder & Executive Director of the Restorative Leadership Institute
- Moe Tabrizi, Director of Sustainability at the University of Colorado
- Llewellyn Wells, President of Living City Block

#### *Tours:*

- Sustainability-Focused Tour of the Denver Zoo
- Sustainability Tour and Networking Dinner at New Belgium Brewery

### **Future Goals and Initiatives Aligning with PRME Principles**

1. Execute a grant received from Deutsche Bank to be a team leader of academics, business professionals, and Microfinance Institutions. The purpose of the grant is to do research and development and then to identify and launch a unified set of global standards for customer service and relationship management for MFIs related to borrowers in developing countries.
2. Launch in the coming academic year a concentration in Sustainable Development for the MBA program.
3. Research and explore the creation of a minor in Sustainable Development at the UG level.
4. Develop and start a case writing program aimed at the extractive industry sector focused on sustainability, ethics, and corporate responsibility.
5. Augment our capacity in social entrepreneurship through the hiring of the inaugural Koch Chair in Entrepreneurship and Senior Director of Entrepreneurship. Together, these two positions will develop curricular and programmatic options in social entrepreneurship