

Principles for Responsible Management Education (PRME)
Sharing Information on Progress Report
(2010-2011)

PRME

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



Dear Friends,

On behalf of the Daniels College of Business, I am pleased to submit our Communication on Progress Report and also to renew our commitment to furthering the Principles of Responsible Education.

The Daniels College of Business has a long-standing commitment to the principles espoused by PRME. In 1989, the College received a major gift from cable pioneer Bill Daniels to incorporate ethics, values and social responsibility into the business curriculum.

Over the years, these concepts become engrained in every aspect of our culture, decisions and actions, as I hope this report makes clear. We were recently honored by the Aspen Institute's Beyond Grey Pinstripes as No. 15 globally and No. 2 for programs of our size, which is a wonderful external validation of our dedication to producing ethical leaders of business.

Respectfully submitted,



Christine M. Riordan, PhD
Dean, Daniels College of Business
Professor of Management

DANIELS COLLEGE OF BUSINESS | UNIVERSITY OF DENVER

Our Vision	A premier private business college globally recognized as a leader whose educational experiences, outreach, and knowledge creation transforms lives, organizations and communities.
Our Mission	Ethical Practice. Thought Leadership. Global Impact. 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.
Our Values	Excellence. Ethics. Community. 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

Daniels College of Business: Vision and Mission

Vision Statement

To be a premier private business college, globally recognized as a leader whose educational experiences, outreach, and knowledge creation transform lives, organizations and communities.

Mission Statement

Ethical Practice. Thought Leadership. Global Impact.

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.

Mission Proof Points:

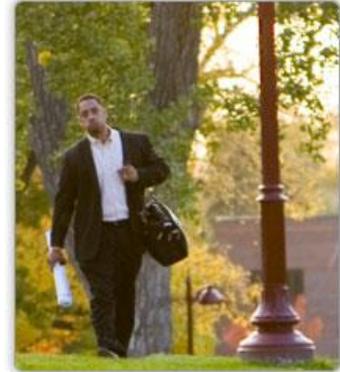
- We develop students of business into ethical leaders who can navigate in a changing global marketplace and world, using their deep experiential knowledge, skills and perspectives.
- Our faculty contribute new knowledge through discipline-based, applied, and pedagogical research in all areas of business, and bridge the worlds of intellectual contributions, the practice of business and the classroom.
- 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 joined PRME in spring 2009. In joining PRME, Daniels recognized that the six principles of PRME complement our commitment to prepare our students to deal with the complex issues of globalization, technological change, and the challenges of 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, our key objectives for the next 18 months and concludes with 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 of faculty, students, alumni, and administrators as a leader in developing and implementing ethical and sustainability-focused educational programs, sharing and applying the concepts in practice both within the college and throughout DU. Daniels also strives to create a collaborative interdisciplinary culture within the university for research, educational programming, and the adoption of sustainable practices on campus. The Daniels approach is to participate fully in the larger institution, together creating and implementing ethical and sustainable practices on campus.

In order to provide a stronger organizational focus, the Dean of the College established the position of Director of Ethics Integration in 2010 and appointed a senior faculty member whose academic career has centered on the intersection of ethics, social responsibility and sustainability. This year, the Dean has set a college priority to put even more of a spotlight on how we, as a college, can continue to create a total culture of integrity and ethics within the Daniels College, not only for students but for our entire community.

Student Orientation

New student orientation is Daniels first opportunity to introduce students to the University of Denver and more specifically 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.

At the undergraduate level, we hold the Ethics Boot Camp, a two-day program to orient students to the importance of ethics, corporate responsibility, and sustainability to business practice. This camp takes place on campus with a variety of speakers, team activities, and discussion with faculty.

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 business students who provide opportunities to link the theories of the Daniels Compass to practical, real world applications. The chapter aims to prepare members for careers that will make a difference. 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 in various projects in the local community, including conducting interviews for the Colorado Ethics in Business Alliance awards and sponsoring a Triple-Bottom-Line conference in the spring of 2011 which brought together current students and alumnae in sustainability careers.

Case Competitions

Competitions Created and Executed by Daniels College of Business



Race & Case Competition

Since 2003, the Daniels Graduate Business Student Association has annually hosted business school teams from around the country for an ethics/sustainability business case competition combined with an Alpine ski challenge. Race & Case provides students an opportunity to apply critical thinking and ethical decision-making skills to unique, real-world situations as well as a chance to conquer fresh Rocky Mountain powder.



Inclusive Excellence Competition

The inaugural case competition was held in 2010 and was a resounding success. The competition was conceived and sponsored by the Daniels Inclusive Excellence Committee. A select group of companies provide a real problem they face around inclusive excellence. Diverse student teams present their recommendations to company representatives. The case competition is now an annual event.

Other Case Competitions in which Daniels Students Participate

Aspen Institute Case Competition

Along with 25 other nationally ranked MBA programs, Daniels participates in this annual case competition each spring. The competition requires innovative thinking at the intersection of corporate profitability and positive social and environmental impacts. Our students step into a real-life, time-sensitive scenario demanding integrative decision-making -- not unlike the challenges they will be facing as the next generation of business leaders.

Deloitte Best Practices: Service Learning Project Competition

In April 2010, three students in the Daniels School of Accountancy took first place both regionally and nationally with their support of a Tanzanian orphanage.

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.

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 Kutaisi, Uganda, Kenya, Republic of Georgia, Azerbaijan, and Cambodia

Beyond Grey Pinstripes



In 2011, the MBA program at Daniels was ranked No. 15 worldwide and No. 2 for small MBA programs in Aspen Institute's "Beyond Grey Pinstripes" ranking. The independent, biennial ranking rates MBA programs based on how coursework, research and activities prepare students for social, ethical and environmental stewardship. In determining the rankings, Aspen evaluates each school's course offerings and the research published by its faculty. Information about Daniels submittals is available online at beyondgreypinstripes.org/school/u-denver-daniels.

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. In partnership with these schools, we are currently developing the concept of a World Executive Program, geared toward senior level executives who work and think on a global level. We also have a strong relationship with the Morgridge College of Education to 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.

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 are able 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.

Partnership with Daniels Fund Academic Consortium

The Daniels Fund is the steward of Bill Daniels legacy. It has established a consortium of the schools of business 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 was given to all undergraduate and graduate students entering Daniels in fall 2011. The post-test instrument will be given at the end of the year for comparison purposes.



DANIELS FUND

Making life better... one individual at a time.

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

The commitment to 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 course is the gateway course for all graduate-level 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*: Within the first four weeks of all graduate programs, Daniels students attend a nature camp in the Rocky Mountains to participate in an intensive and intellectually rigorous three-day outdoor leadership, team-building, and self-awareness program. It is designed as an introduction to the class work in which students will soon be engaged with regard to decision making, problem solving, teamwork, and addressing ethical issues in times of stress.
- *Ethics for the 21st 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.

Courses in Ethics and Sustainability

In addition to the Daniels Compass courses, Daniels offers additional 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.

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.

Other courses with a focus on responsible leadership include:

- *Bioenterprises*
- *Business Ethics and Social Responsibility*
- *Creating and Leading Ethical Organizations*
- *Creating Sustainable Enterprises*
- *Employment Law and Ethics*
- *Environmental Policy and Management*
- *Not-For-Profit Management*
- *Strategic Human Resources*

Principle 4: Research

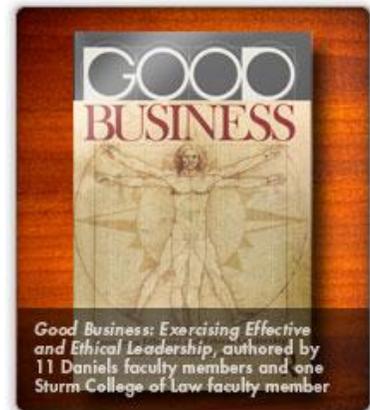
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Faculty Research

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

Good Business: Exercising Effective and Ethical Leadership (April 2010)

This collection of essays was written by 17 members of the Daniels College of Business faculty and published through coordination with the Daniels Institute for Enterprise Ethics. *Good Business* presents extensive research on how ethics and responsibility can be made integral to the lives of individuals and organizations and offers many practical examples of how executives can create strategies and cultures that are ethical, sustainable and effective--the essence of good business. This practical resource from the Daniels College of Business demonstrates that ethics and good citizenship are at the heart of all good business strategies, decisions and organizational cultures. We believe this is the only book of its kind written by 17 different faculty within the same university.



Additional Published Faculty Research Relating to the Impact of Corporations in Creating Sustainable Value:

- Ciocchetti, Corey. "The Future of Privacy Policies: A Privacy Nutrition Label Filled with Fair Information Practices" Journal of Behavioral Finance Volume: 26.
- Cook, Thomas; Grove, Hugh. "Bankruptcy and Fraud Analysis: Shorting and Selling Stocks" Journal of Forensic and Investigative Accounting Volume: 2, Issue 3.
- Cook, Thomas; Grove, Hugh. "Stock Market Reaction to Allegations of Earnings Manipulation" Journal of Forensic and Investigative Accounting Volume: 1, Issue 2.
- Corsun, David. "Burned! The impact of work aspects, injury, and job satisfaction on unionized cooks' intention to leave the cooking occupation" Journal of Hospitality and Tourism Research Volume: 1 Page Numbers: 78-102.

- Fukami, Cynthia; McCubbrey, Donald. “ERP at the Colorado Department of Transportation: The Whistle Blower’s Dilemma” Corporate Ownership and Control Volume: 24 Page Numbers: 105-112.
- Grove, Hugh; Victoravich, Lisa. “Corporate Governance Listing Requirements: Investor Protection from Fraudulent Financial Reporting” Decision Sciences Issue 9.
- Johnston, Van. “Forced Governance Innovations for Managing the Economic, Financial and Auto Crashes” Innovation Journal: The Public Sector Innovation Volume: 15(1) Article 7.
- Levine, Mark; Segev, Libbi Levine. “Tax Credit for Principal Residence: Clearing the Housing Glut” Real Estate Issues Vol. 35, Number 1 Page Numbers: 42-44.
- Mayer, Donald. “Peaceful Warriors: Private Military Security Companies and the Quest for Stable Societies” Journal of Business Ethics Supplement Page Numbers: 387-401.
- Pallab, Paul. “Growth via Intellectual Property Rights versus Gendered Inequity in Emerging Economies: An Ethical Dilemma for International Business” Journal of Business Ethics Volume 3 Page Numbers: 359-378.
- Sorensen, James. “How to Cope with Shrinking Resources or Doing More with Less: Actual Mechanisms Used by Governmental and Not-For-Profit Human Service Organizations” Journal of Governmental Financial Management, Page Numbers: 58-65.

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 integrating 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 is funding \$100,000 this year in faculty research.



The Institute’s mission 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***
 - **Whistleblower Roundtable Discussions:** On September 8, 2011, The Institute for Enterprise Ethics hosted a peer-to-peer roundtable discussion on implementing the new SEC guidelines for the whistleblowing provisions of the Dodd-Frank legislation. The roundtable was attended by over 30 practitioners including ethics and compliance officers, general and associate general counsels, outside counsels and independent directors of public and private corporations and several Daniels College of Business faculty members.
- ***Enterprise Social Responsibility and Sustainability***

Executive Advisory Board

The Daniels Executive Advisory Board consists of leaders from across a broad spectrum of business, each bringing unmatched 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. Our Partners program encourages valuable interactions among executives, students, faculty, staff and alumni. These exchanges--from mentoring to consulting projects--prepare our students to become tomorrow's leaders. Our Corporate Partners, moreover, benefit from access to a world-class pool of talent: our students, alumni and faculty. The program offers varying levels of participation to create a mutually beneficial relationship between Daniels and the corporate entity.

National Conference and Seminars

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

Rocky Mountain Sustainability Summit

The Rocky Mountain Sustainability Summit has been convened biennially for 10 years. The conference was hosted by the University of Denver in February 2011. A Daniels MBA student was co-chair of the planning committee. DU provided comprehensive tours to attendees of the campus on its sustainable features.

Net Impact Conference

The Daniels College of Business sponsors 10 student members of our Net Impact chapter to attend the national conference. Students attended the 2009

conference in Ithaca, New York, the 2010 conference in Ann Arbor, Michigan and the 2011 conference in Portland, Oregon.

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. Many faculty, staff and students from Daniels attended the 2010 national conference in Denver. DU is a member of the organization and received the AASHE Gold STARS rating in 2011.

National Renewable Energy Laboratory (NREL) Industry Growth Forum

NREL's Industry Growth Forum is the nation's largest event focused exclusively on companies developing clean energy products. Each year, the Net Impact chapter of Daniels provides student volunteers for this event, who can then participate in the three-day event. The forum attracts more than 500 professionals in the industry including venture capitalists, investment bankers, corporate investors, energy executives and government officials.

International Conference on Energy, Logistics, and Environment

Daniels was a sponsor of the 2010 conference, which was held in Denver. The mission of the Global Commerce Forum (GCF), a not-for-profit organization, is to promote multi-sector research in clean technologies, energy efficiency, and worldwide collaboration among businesses, academic institutions, national governments and not-for-profit organizations engaged in initiatives supportive of a clean global environment.

Business for Social Responsibility, International Conference

Daniels was a participant in the 2010 conference, which was held in New York City. The annual BSR 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 applications for responsible leadership, Daniels also offers students the opportunity to apply responsible leadership through solving real-world business issues.

Daniels Consulting Firm

The Daniels Strategy and Consulting Group started and have continued to manage a consulting firm. The vision of DCSG 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

The Enterprise Solutions course 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 new opportunities discovered.

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** \$80 million microfinance fund, we offer a course in Social Entrepreneurship and Microfinance to graduate students at Daniels, as well as students in the Sturm College of Law and the Josef Korbel School of International Studies. Deutsche Bank sends a number of live loan applications and performance reviews from microfinance institutions (MFIs) located around the world, which our students then analyze for the bank.

The class involves a due diligence site visit to the MFIs and small loan recipients in the developing world and student reports become a part of the Bank's official evaluation process.

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 the best 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 also the only one in Colorado that has been internationally-ranked by the *Financial Times* for four years in a row.

Social Capital Project

A major component of the Daniels EMBA program deals with issues of corporate social responsibility, including environmental ethics and sustainable development. The Social Capital Project is a 15-month long "assignment," conducted in teams and designed to reflect the values of the Daniels College of Business. The projects aim to "Make a Sustainable Difference" within organizations, the community, society and the world as a whole.

Further, 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 includes the ability to deal with ambiguity and lack of imposed structure by EMBA faculty. It is expected that student teams incorporate and apply various frameworks (Daniels Leadership Model, academic principles, sustainability model, etc.) in the design, development and discussion of their projects.

The Class of 2010 winning team worked with Trading for Treasures, a non-profit organization which is dedicated to helping empower women of Rwanda, Africa. The organization’s vision is to open up markets for handicraft products produced by Rwandan women, while also training them in skills that are useful within their own local economy. The EMBA student team assisted Trading for Treasures with its business capability – branding, merchandising, strategy, organizational behavior, leadership, technology, inventory management and customer segmentation. This particular group of students traveled to Africa as part of their DU educational program.

Sustainable Career Placement

The Daniels College of Business Classes of 2010 and 2011 reported accepting employment with the following non-profit organizations:

- Colorado GEAR UP
- Financial Standards Accounting Board
- Natural Capitalism Solutions
- TEPE Inc, dba The Playground
- The Colorado Symphony
- Young Philanthropists Foundation

In addition, the following job and internship postings were available to Daniels students through Daniels Career Online:

- Aurora Housing Authority—Executive Director; Financial Analyst
- Colorado Healthcare Strategy and Management (CHSM) —Marketing Intern
- Crohn's and Colitis Foundation—Team Challenge Social Media and Marketing Intern
- Denver Voice—Advertising Sales Representative
- Elephant Energy—Elephant Energy Shops Project Intern; Program Business Planning Intern
- Green America Better Paper Project—Communications and Research Internship
- Institute of International Education—Non-Profit Management and Development Intern

- Mercy Housing—Business Analyst; Technical Business Analyst
- Mile High United Way—IT Manager
- Swallow Hill Music Association—Customer Service Associate
- World Trade Center Denver —Internship

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

Our students, faculty and community members are invited to attend monthly lecture series from leading business professionals entitled Voices of Experience. These forums bring 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:

Government and Military:

- Barbara O'Brien, Colorado Lt. Governor
- Retired General Charles Krulak

Healthcare:

- Patricia Gabow, MD, CEO of Denver Health and Donna Lynne, PhD, President of Kaiser Foundation Health Plan, CO Region

Consumer Products and Services:

- Joseph Saunders, CEO of VISA
- Sally Jewell, President and CEO of Recreational Equipment, Inc. (REI)
- John McCarvel, CEO of Crocs
- Howard Schultz, CEO of Starbucks
- Andy Taylor, CEO of Enterprise Holdings
- Peter Swinburn, President and CEO, Molson Coors Brewing Company

Finance:

- Richard Davis, CEO of US Bank and Joe Saunders, CEO of VISA
- Steve Chipman, CEO of Grant Thornton



Net Impact Speaker Series

Net Impact brings in experienced professionals to speak in chapter meetings to keep members up to date on the latest initiatives in which real world businesses are engaged related to creating social and environmental good for society.

Meeting topics have included:

- Sustainable Skiing Panel
- Wake Up and Smell the Coffee: Sustainable Innovation at Starbucks
- Finding a Great Summer Internship Panel: A Student's Perspective
- Conscious Capitalism: The Next Chapter in American Enterprise?
- Socially Responsible Investing with TIAA-CREF
- Newmont Mining Social Investment Forum
- Green Building Tour, EPA Building
- Sustainable Building – Phillip Saieg, Director for The Alliance for Sustainable Colorado
- Cindy Jennings, Volition Strategies
- Andrew Brock, Senior Financial Analyst and Sustainability Lead, MillerCoors

Future Goals and Initiatives Aligning with PRME Principles

DU Center for Sustainability

Encouraged by a number of faculty, including Daniels faculty, the University of Denver has created a new cross disciplinary DU Center for Sustainability to further campus-wide educational and research initiatives and the application of sustainability principles across the campus. It will serve as the hub of sustainability work on campus and will work with the Sustainability Council, central functions of the university, and faculty. The Center will have a strong relationship with students in undergraduate student government, the DU Environmental Team, the Graduate School Association, and the Net Impact Chapter at the Daniels College of Business.

Formal MBA Sustainability Concentration

In spring 2011, Daniels faculty approved a proposal for a Sustainability concentration which was presented jointly by students and sponsoring faculty. The Sustainability concentration will allow students to leverage their MBA to pursue careers that create social and environmental good. The concentration will be available to MBA students starting in the fall of 2012. Required courses will be in the following areas:

- Sustainability in Marketing and Innovation
- Accounting and Finance for Sustainability Initiatives
- Law and Policy in Sustainable Enterprises

The concentration will also require students to take an elective interdisciplinary course through another program at the university that aligns with their career goals (i.e. the Center for Sustainable Development and International Peace at the Korbel School of International Studies).

Further Development of Institute for Enterprise Ethics

The Institute will achieve this mission and vision by providing a range of programs such as:

- **Quarterly Roundtables** discussing best practices and new approaches for dealing with current issues in three focus areas by practitioner peers and academic experts.
- **Periodic webinars** on topical subjects for Institute participants.
- **An ongoing electronic discussion (“The Discussion”)** of current issues in the three focus areas by means of a managed interactive blog contributed to by practitioners, academic experts and other interested parties.
- **Sponsored research and publications** adding to the intellectual capital in the three focus areas by qualified academic experts.
- **Custom-designed executive and corporate development programs** designed to fill the unique requirements and interests of individual enterprises.
- **Internship opportunities for Daniels students** on short-term ethical challenges in participant enterprises.

PRME Involvement

The College intends to continue its active membership in the PRME organization and seek out opportunities to collaborate with other member organizations, including participation in the Third Global Forum in Brazil in June 2012.