



Leeds School of Business
UNIVERSITY OF COLORADO **BOULDER**

Principles for Responsible Management
Education (PRME)
Sharing Information Progress Report
2013-2014

PRME

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



March 16, 2015

Dear Esteemed Colleagues,

On behalf of the Leeds School of Business at the University of Colorado Boulder, I am pleased to submit our Sharing Information on Progress Report for years 2013-2014.

Further, I formally renew the commitment of the Leeds School of Business to advancing the goals of the United Nations' Principles of Responsible Management Education.

Sincerely,



David L. Ikenberry
Dean

School overview and history as PRME Signatory

The University of Colorado at Boulder was established in 1876, the same year Colorado was formally recognized as a state, making it the first institution of higher education in the state. Today, CU-Boulder serves as a top-tier research (R1) institution. One of only 62 of our nation's great Association of American Universities (AAU), CU-Boulder is home to five Nobel prizes, eight MacArthur genius awards, and 250,000 alumni. We appreciate and honor our role as the state's flagship public university campus of the four-campus University of Colorado System, which also includes the University of Colorado Denver, The Anschutz Medical Campus, and the University of Colorado Colorado Springs.

Located on 600 acres in the heart of the city, CU-Boulder is home to approximately 30,000 students and almost 3,500 faculty members. Thirty-eight percent of all CU-Boulder students are non-residents, including over 2,000 international students from more than 80 countries. Student leadership has propelled the CU-Boulder Environmental Center into position as the nation's largest and most accomplished student-led center of its kind, recipient of the nation's first STARS Gold rating for environmental leadership.

Business education at CU-Boulder also has a proud history. What is known today as the Leeds School of Business began in 1906 as the CU-Boulder College of Commerce, making it the eighth oldest business school in the United States. The business school was accredited by the Association to Advance Collegiate Schools of Business in 1937. CU-Boulder is the only campus in the University of Colorado System that offers a Ph.D. in business, which it has been awarding since 1960.



The formal mission statement of the Leeds School of Business is

- To advance knowledge, innovation and discovery through excellence in research and research based teaching;
- to create a culture of excellence for Leeds undergraduate and graduate students inspired by high academic aspirations and expectations and grounded in ethical values in preparation for successful business practice;
- to empower a new generation of principled business leaders well prepared for the opportunities and challenges of a changing competitive landscape;
- and to build collaborative relationships within the Boulder Campus, the business community, our alumni and friends, and with society.

The school took its name in 2001 following a transformational philanthropic gift that elevated social responsibility and business ethics as hallmarks of its curriculum. The Leeds Gift also established the foundation for what is now the Center for Education on Social Responsibility, CESR, at Leeds. Following CESR's formal establishment as a university center in 2010, the Leeds School of Business pursued and was recognized as a UN PRME signatory in 2011.

CESR, one of five Centers of Excellence at the Leeds School of Business, has been charged with the creation, dissemination and delivery of curriculum specifically addressing business ethics, corporate social responsibility and sustainability. The mission of CESR, “To develop socially conscious, values-driven business leaders of tomorrow, capable of critical ethical inquiry”, is reflected in the curriculum CESR has developed or has partnered to deliver throughout the Leeds School in the undergraduate and graduate programs.

At the undergraduate level, CESR delivers two requisite “core” courses and seven elective courses including one global seminar in which students and faculty travel to Panama to explore social entrepreneurship and innovation in the developing world. CESR also offers an elective, non-business course to students from other majors through the university’s Continuing Education department.

Further, CESR offers the Certificate in Socially Responsible Enterprise (SRE) to further develop students' ability to meet future leadership challenges by crossing the boundaries of traditional functional areas of business and those that separate business from other academic disciplines. Students who complete the certificate will see and understand the social and environmental impacts of business and their ethical implications from a broader perspective. They will also graduate with practical knowledge and marketable experiences that will guide them in conducting business in an informed, responsible, and ethical manner.

At the graduate level, CESR delivers one requisite MBA course, two elective MBA courses, and one MS, Accounting elective course, and has recently formalized the Leeds School’s long-standing Sustainability Portfolio as a certificate pursuit for MBA students. The formal Sustainability Portfolio will be offered beginning fall of 2015, with retroactive inclusion for current first-year students who have been participating in the requisite coursework.

In addition to focusing on curricular initiatives at the Leeds School of Business, CESR also acts to enhance and grow co-curricular programming being delivered through Leeds student engagement offices and the other Centers of Excellence. PRME initiatives are reflected in the co-curricular efforts of the Leeds Scholars Program, the Leeds Office of Diversity Affairs, the CU Real Estate Center, the Robert H. and Beverly A. Deming Center for Entrepreneurship, and the Burrige Center for Finance.

Major achievements in relation to the implementation of one or more Principles during the past 24 months

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.

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.

Principle 3 - **Method**

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

Developing students' capabilities is a combined effort of programmed coursework and supplemental co-curricular activities and opportunities.

Curriculum Development - Undergraduate Program:

After a concentrated period of action planning that resulted in a new strategic vision for the Leeds School of Business, faculty, staff and administrators embarked on an aggressive agenda in April 2012 that included at the undergraduate level 1) the introduction of a Global Initiatives program, 2) a major revision to the content and delivery of our Business Core curriculum with tighter integration of topics in ethics, social responsibility and sustainability throughout, and 3) the launch of a new Business Minor program for students pursuing primary degrees outside the business school.

During the same period, and as a standard course of curriculum development, the Center for Education on Social Responsibility independently introduced four new undergraduate elective courses, identified below. CESR also developed and implemented within our courses a model for ethical decision making as an educational framework that students can return to as they consider their course of action in and beyond the classroom.

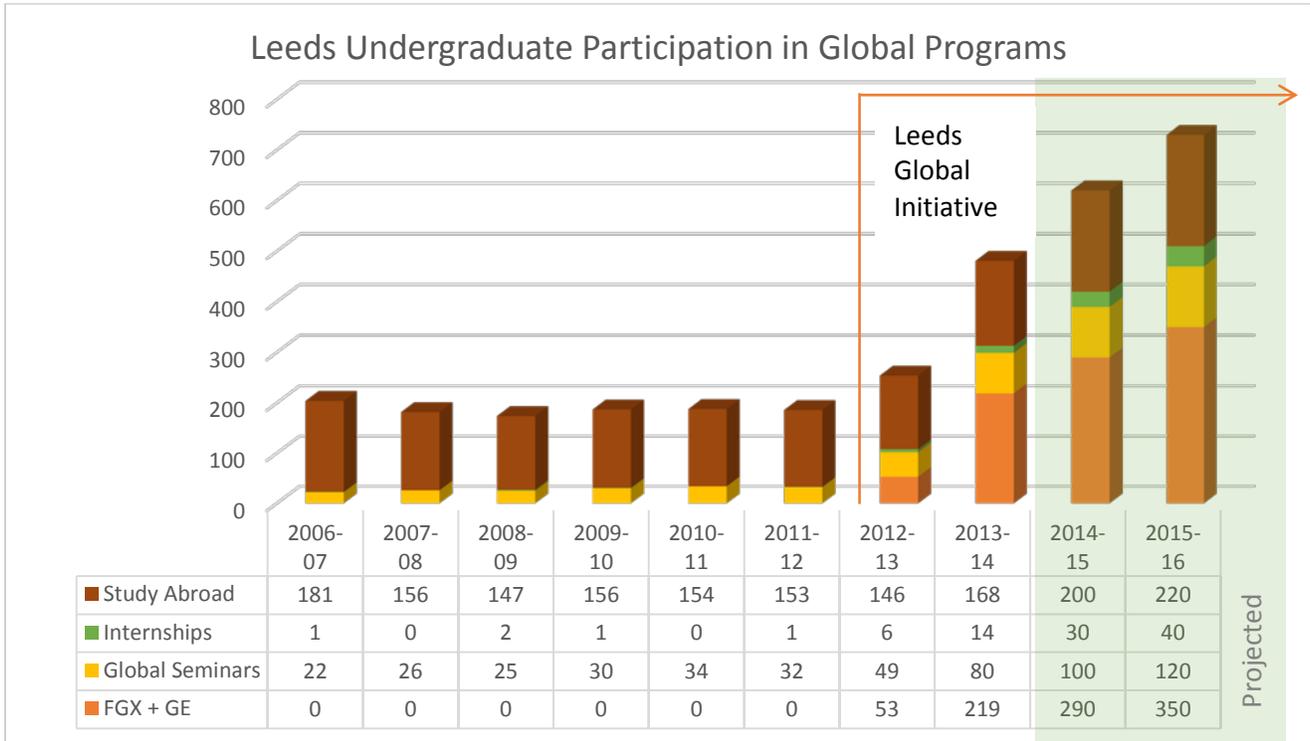
LEEDS GLOBAL INITIATIVE:

Being prepared to work for an inclusive and sustainable global economy requires not only an understanding of various markets, cultures, and geopolitical systems, but also a mindset open to new ideas and new ways of thinking, and sensitive to human and environmental impact.

Fall 2013 saw the pilot of the Leeds First-Year Global Experience (FGX), focused on building global competency beginning in a student's first year of study at Leeds. Through this two-part, first-year seminar with global experience, 200 freshmen were presented with core concepts of academic and professional performance expectations and global business perspectives. The fall seminar included specific introduction to five international communities, from which students selected their focus for the spring semester. The spring seminars targeted the students' chosen communities' historic, cultural, political and economic climate in preparation for travel to these communities to work in industry over spring break. A

full-circle learning experience, upon their return, students documented their experiences, and created a report back to their host organization.

In the spring of 2015, Leeds will offer ten sections of the First-Year Global Experience with trips to Argentina, Brazil, Chile, Ecuador, France, Germany, Italy, Spain, UK/Ireland, and Vietnam. Leeds has identified the short-term goal of having 50% of our undergraduate student body participate in a global experience by the end of the 2014-2015 academic year.



BUSINESS MINOR:

Starting fall 2013, a unique 12-hour minor was created for non-business majors to prepare participants to effectively perform in an emerging global business environment. Through integrated modular coursework, students are introduced to the essential elements of Marketing, Management, Accounting, Finance and Corporate Social Responsibility.

By fall 2014, 450 students were enrolled in the Business Minor, making it one of the largest minor programs on the CU-Boulder campus.

CORE CURRICULUM REVISION:

After two years of planning, fall 2014 saw the roll-out of the new business core curriculum, including a new first-year course, *World of Business*, aimed at demonstrating the contextual environments in which business operates (global, economic, regulatory, social, etc.), the interrelationship of primary business functions, and the importance of the role of business in society, social responsibility, ethical issues and personal values in the business environment.

Fall 2015 will see the first delivery of the revised *Business Law, Ethics and Social Responsibility* course, and Spring 2016 will introduce an integrated “fourth semester” course, team-taught by five faculty representing each of our traditional disciplines (accounting, finance, management, marketing) and CESR (Center for Education on Social Responsibility). This one course will count for 12 credit hours, and will use case studies to demonstrate the inter-connectedness of business disciplines, highlighting the importance of ethical leadership and non-financial reporting.

NEW ELECTIVE COURSEWORK INTRODUCED:

In the past 24 months, CESR faculty have developed and delivered new coursework that has been formally reviewed and approved for permanent inclusion in the Leeds curriculum.

Spring 2103 saw two new courses offered: ***Integrated Reporting for Socially Responsible Strategies***, and ***Values and Power of the Consumer in Society***.

Integrated Reporting for Socially Responsible Strategies introduces the growing global practice of companies to measure, disclose and report for socially responsible strategies. Integrated reporting combines financial, environmental, social and governance information in the same report, and this course explores why there is a need for expanded reporting to help investors and other stakeholders understand how a corporation is accountable to society. The class is offered in both the Leeds undergraduate program, and also in the MS, Accounting program.

Values and Power of the Consumer in Society helps students to appreciate the context in which modern business operates to understand the critical role that consumers play in the free market. As a critical stakeholder group, consumers have substantial power to shape business behavior in society and, therefore, to shape our world. This course will help students develop an understanding of the different roles business can play in our world, and the options and limitations that consumers have to influence just how business behaves by exerting their purchasing power.

Introduced spring of 2014, ***Corporate Boards in Action*** explores the complexity of corporate boards and the need for values-driven leadership. Students consider corporate governance topics including financial strategy, international challenges, ethics, corporate social responsibility, board composition, compensation and crisis management.

Approved fall of 2014, and offered for the first time in May, 2015, Leeds is pleased to bring a new study abroad opportunity to our students. ***Global Seminar: Social Entrepreneurship & Innovation, Panama*** will be conducted in partnership with a host community in Panama and local entrepreneurs from that community.

Students will become immersed in the culture through home stays which will expedite their understanding of community culture, needs and opportunities. Small teams will be matched with community entrepreneurs to analyze and identify opportunities and to create innovative business ideas. Students will learn about the challenges of building and supporting social enterprises. At the end of the trip, each team will deliver a report and recommendations that are tailored to meet the needs and goals of its entrepreneur. Individually, each student will complete a portfolio that will document their trip experience.

Panama is considered the fourth strongest economy in Latin America and one of the top 20 fastest growing economies in the world. However, strong economic performance has not translated into broadly shared prosperity, as Panama has the second worst income distribution in Central America after Haiti. Consequently, Panama will provide the class with ample opportunity to learn about the potential for business solutions to address poverty and related social and environmental challenges.

Curriculum Developments – Graduate Programs:

The same action planning that spurred the aggressive agenda within the undergraduate program also instigated a similarly motivated agenda within the graduate programming for the school. Leeds already offered traditional MBA, evening MBA and MSBA, Accounting programs. The new vision document laid the foundation for the introduction of new MSBA degrees in Supply Chain and Data Analytics beginning fall 2014 (discussed below), and additional degrees beginning fall of 2015 (discussed under the “Key Objectives” portion of this report).

MBA PROGRAM

MBA elective courses *Topics in Sustainable Business* and *Social Entrepreneurship for Emerging Markets*, both introduced as experimental courses in 2012, underwent content revision, followed by formal review by the Leeds Master’s Curriculum and Policy Committee. Each course earned permanence within the Leeds MBA curriculum.

Topics in Sustainable Business approaches the topic of sustainability from the unique perspectives of seven core disciplines of business administration: economics, strategy, ethics, organizational behavior, operations, finance and accounting, and marketing.

Social Entrepreneurship for Emerging Markets is designed for graduate students interested in innovative business approaches to solving global social and environmental problems such as poverty, disease, environmental degradation, and lack of access to credit that have not been effectively addressed by government, business or traditional NGOs and non-profit organizations. Students will develop knowledge and skills that entrepreneurs and consultants need to address these problems by working in teams that provide business advice to social entrepreneurs in developing countries. Through their consulting projects, case studies, student-led discussion and the insights of guest speakers, students will learn the challenges and opportunities of doing business in emerging markets and how to assess the financial viability and social impact of various business models that are tailored to this environment.

On January 6, 2013 an MBA team from the *Social Entrepreneurship in Emerging Markets* class traveled to Nicaragua to support a Nicaraguan nonprofit, FUPRSOMUNIC (Solar Program Foundation for Nicaraguan Women), in its business planning. The Solar Program Foundation, which was begun eight years ago by Nicaraguan native and Boulder resident, Mercedes Alvarez, is dedicated to helping rural Nicaraguan women improve their lives through the use of solar cook stoves and solar purification of water.

MS, SUPPLY CHAIN MANAGEMENT

Launched fall 2014, the Leeds MSSC curriculum includes targeted discussion of several PRME principles including

- Design of Humanitarian Supply Chains in Disaster Relief, which examines “quick response” supply chain design from the perspective of efficacy, transparency to sponsoring bodies and anti-shrinkage/ anti-corruption measures;

- Understanding international Commercial Terms (INCOTERMS) and customs brokerage in worldwide movement of freight;
- International ground logistics contracting and certification requirements, focused on international efforts to qualify and certify cost, safety, and transparency practices of ground freight service providers;
- International strategic sourcing practices to test for supplier corporate social responsibility capability.

In addition to this coursework, both our MS, Supply Chain Management and our MS, Business Analytics degrees also include requisite ethics seminars that examine what it means to be a values-driven, socially responsible leader in industry, calling specifically upon the ten principles of the UN Global Compact.

MS, ACCOUNTING

Integrated Reporting for Socially Responsible Strategies, discussed with our undergraduate curriculum developments, is also relevant to our graduate curriculum as it is offered as graduate level elective within our an MS, Accounting program as well.

Co-Curricular Developments

Supporting our efforts in the classroom are several co-curricular and extra-curricular programs.

LEEDS SCHOLARS

Piloted fall of 2012, and officially launched in 2013, the Leeds Scholars program is a selective, four-year honors and leadership program that unites top undergraduate business scholars as exemplars of the overall Leeds School of Business vision. The Leeds Scholars Program emphasizes community, engagement, and professional development.

Leeds Scholars have unique opportunities to participate in programming that advances global/cultural awareness, cultivates innovative thinking, and affords Scholars the experience to become top business, academic, and community leaders. Throughout this program, Scholars collaborate with other high-performing students and professionals to solve problems inside and outside of the classroom.

SOCIAL ENTREPRENEURSHIP, EQUITABLE DEVELOPMENT AND SUSTAINABILITY (SEEDS) INITIATIVE

The Leeds School of Business is a member of the newly resurrected (2014) cross-campus SEEDS Initiative, which supports student teams proposing solutions to the problems facing historically under-supported and bottom-of-the-pyramid communities.

This collaborative effort of faculty and staff representing the schools and colleges of Business, Engineering, Law, Environmental Sciences and CU-Boulder's Alliance for Technology, Learning and Society advises student teams on their project development, identifies resources for their efforts, and solicits grants to support their continued project development and implementation.

IMPACT CONNECTIONS

On March 15, 2013, twenty Leeds students participated in a lunch and Q & A session with Warren Buffet, and in exclusive tours of Berkshire Hathaway subsidiaries. This select opportunity arose after Center for

Education on Social Responsibility administration reached out to Warren Buffett, identifying the center's curricular alignment with Mr. Buffet's professional values.

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.

PUBLISHED OR FORTHCOMING WORK

1. Chowdhry, Bhagwan and Davies, Shaun William and Waters, Brian. 2014. Incentivizing Impact Investing (May 13, 2014). *Social Science Research Network*. Available at SSRN: <http://ssrn.com/abstract=2437238> or <http://dx.doi.org/10.2139/ssrn.2437238>
2. Conger, Michael and Jeffrey G. York. 2013." The Evolution of the Green Building Supply Industry: Entrepreneurial Entrants and Diversifying Incumbents." ***Constructing Green: The Social Structures of Sustainability***. MIT Press: Cambridge, MA.
3. Pacheco, Desiree F., Jeffrey G. York, and Timothy J. Hargrave. "The Co-evolution of Industries, Social Movements and Institutions: Wind Power in the United States." Forthcoming, ***Organization Science***.
4. Sarasvathy, Saras, D. Suresh Bhagavatula, Jeffrey G. York, and K. Kumar. 2014. "An Effectual Approach to International Entrepreneurship: Overlaps, Challenges and Proactive Possibilities." ***Entrepreneurship Theory and Practice***. 38(1): 71-93.
5. York, Jeffrey G. and Michael J. Lenox. "Socio-Cultural Determinants of De Novo Versus De Alio Entry in Emerging Industries." Forthcoming, ***Strategic Management Journal***. <http://onlinelibrary.wiley.com/doi/10.1002/smj.2187/abstract>
6. York, Jeffrey G., Saras D. Sarasvathy, and Andrew C. Wicks. 2013. "An Entrepreneurial Perspective on Value Creation in Public-Private Ventures." ***Academy of Management Review***. 38(2): 307-309.

CONFERENCE PRESENTATIONS

1. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. 2013. "After Kyoto: Renewable Energy in the European Union." 2nd Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, Colorado.
2. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. 2013. "Entrepreneurial Cultural Work and Social Norms Driving Emerging Sectors: Renewable Energy in the EU." Academy of Management Annual Meeting, Orlando, Florida.
3. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. 2013. "Institutions and Environmental Entrepreneurship: Environmental Performance in the European Union." 2nd Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, Colorado.
4. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. 2013. "Institutions and Environmental Entrepreneurship: Environmental Performance in the European Union." Babson College Entrepreneurship Research Conference, EMLYON Business School, Ecully, France.
5. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. 2014. "The Interaction of Entrepreneurship, Values, and Policy: Renewable Energy in the EU." Alliance for Research on Corporate Sustainability Conference, Cornell University, Ithaca, New York.

6. Chowdhry, Bhagwan and Davies, Shaun William and Waters, Brian. 2014. "Incentivizing Impact Investing" Conference on the Impact of Responsible and Sustainable Investing, Hong Kong University of Science and Technology, Honk Kong, China.
7. Chowdhry, Bhagwan and Davies, Shaun William and Waters, Brian. 2014. "Incentivizing Impact Investing" Emerging Markets Finance Conference, Indira Gandhi Institute of Development Research Finance Research Group, Mumbai, India.
8. Hargrave, Timothy, Desiree Pacheco, Jeffrey G. York. 2013. "Managing Logic Multiplicity: A Collaborative Governance Model." Academy of Management Annual Meeting, Orlando, Florida.
9. Meaney, Mark. 2014. "Curriculum Development in Ethics and Sustainability: Leadership Challenges—Exercises in Moral Courage." Network for Business Sustainability: 2014 Sustainability Centres Conference: Collaborating for Impact. Harvard Business School, Boston, MA.
10. Vedula, S., Eva Yao, Jeffrey G. York. 2014. "Market Entry and Adoption Dynamics in the Emerging Cleantech Sector". Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
11. Vedula, Siddarth and Jeffrey G. York. 2013. "The Interplay between Environmental Norms and Venture Capital Supply on Driving Entrepreneurial Entry into the Clean Tech Sector." Babson College Entrepreneurship Research Conference, EMLYON Business School, Ecully, France.
12. Vedula, Siddarth and Jeffrey G. York. 2013. "Venture Capital and Cleantech Entry: The Contingent Effect of Environmental Social Norms." Strategic Management Society Annual Meeting, Atlanta, Georgia.
13. Vedula, Siddarth and Jeffrey G. York. 2013. "Venture Capital Supply Social Norms and Entrepreneurial Entry into the Clean Tech Sector." 2nd Annual Sustainability, Ethics and Entrepreneurship Conference. Denver, Colorado.
14. Wadhwa, A., Yao, X., & Petkova, A. The effects of uncertainty on venture capitalists' investment trajectories in the clean energy sector. The Babson College Entrepreneurship Research Conference, Lyon, 2013.
15. Wadhwa, A., Yao, X., & Petkova, A. The effects of uncertainty on venture capitalists' investment trajectories in the clean energy sector. Western Academy of Management Annual Conference, Santa Fe, 2013.
16. York, Jeffrey G. and Tyler Wry. 2013. "For Love and Money: The Role of the Self in New Venture Creation." 1st Annual Management Theory Conference, San Francisco, California.
17. York, Jeffrey G., Isobel O'Neil and Saras Sarasvathy. 2013. "Collective Action without Selective Incentives: How Self-Selected Stakeholders in the Entrepreneurial Process Create a Surplus of the Commons." 10th Annual NYU Stern Conference on Social Entrepreneurs, New York City, New York.
18. York, Jeffrey G., Isobel O'Neil, Saras Sarasvathy. 2014. "Selective Incentives, Entrepreneurship, and Identity: Toward a Behavioral Theory of Collective Action." Alliance for Research on Corporate Sustainability Conference, Cornell University, Ithaca, New York.
19. York, Jeffrey G., Isobel O'Neil, Saras Sarasvathy. 2014. "Selective Incentives, Entrepreneurship, and Identity: Toward a Behavioral Theory of Collective Action." Davis Conference on Qualitative Research, University of California - Davis, California.
20. York, Jeffrey G., Jared D. Harris, Timothy J. Hargrave. 2013. "Reclaiming Sustainability: A Pragmatic Perspective on the False Dichotomy between Business and the Natural Environment." Sustainability in a Scandinavian Context, Copenhagen, Denmark.
21. York, Jeffrey G., Michael Conger, David Hekman, and Siddarth Vedula. 2013. "Towards a Theory of Socio-Cultural Munificence: How Family and Community Interdependence Influence the Survival of Social Entrepreneurs." 10th Annual NYU Stern Conference on Social Entrepreneurs, New York City, New York.

22. York, Jeffrey G., Michael Conger, David Hekman, Siddarth Vedula. 2014. "Towards a Theory of Socio-Cultural Munificence: How Norms Impact the Survival of Hybrid Social Entrepreneurs." Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

WORKING PAPERS

1. Antolin-Lopez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. "Institutions and Environmental Entrepreneurship: Environmental Performance in the European Union." For submission to Organization Science.
2. Conger, Michael, Jeffrey G. York and Tyler Wry. "The Entrepreneurial Creation of Public Goods: Social Identity and Opportunity Recognition." For submission to Academy of Management Journal.
3. Hargrave, Timothy J., Desiree F. Pacheco and Jeffrey G. York. "Managing Competing Logics: A Collaborative Governance Model." For submission to Strategic Management Journal.
4. Vedula, Siddarth and Jeffrey G. York. "The Interplay between Environmental Norms and Venture Capital Supply in Driving Clean Tech Entry." For submission to Strategic Management Journal.
5. Wry, Tyler and Jeffrey G. York. "For Love and Money: Logic-Bridging Identities, the Entrepreneurial Self, and the Creation of Caring, Compassionate Organizations." Revise and resubmit at Academy of Management Review.
6. York, Jeffrey G. and Michael J. Lenox. "It's Not Easy Building Green: The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards." For submission to Academy of Management Journal.
7. York, Jeffrey G., Isobel O'Neil and Saras Sarasvathy. "Collective Action without Selective Incentives: How Self-Selected Stakeholders in the Entrepreneurial Process Create a Surplus of the Commons." For submission to Organization Science.
8. York, Jeffrey G., Jared D. Harris, Timothy J. Hargrave. "Cold Hard Facts: A Pragmatic Perspective on Business and the Natural Environment." Revise and resubmit at Academy of Management Review.
9. York, Jeffrey G., Michael Conger, David Hekman, Siddarth Vedula. "Towards a Theory of Socio-Cultural Munificence: How Family and Community Interdependence Influence the Survival of Social Entrepreneurs." For Submission to Strategic Management Journal.
10. York, Jeffrey G., Timothy J. Hargrave and Desiree F. Pacheco. "A Co-evolutionary Model of Industry Emergence: Wind Power in Colorado." Revise and resubmit at Academy of Management Journal.

RELATED ON-GOING PROJECTS:

1. Antolin-Lobez, Raquel, Jeffrey G. York, Javier Martinez-Del-Rio. "Institutions and Environmental Entrepreneurship: Environmental Performance in the European Union." For submission to Administrative Science Quarterly.
2. Forster, William and Jeffrey G. York. "Entrepreneurial Action as a 3-Legged Stool: Uncertainty, Entrepreneurship and Intersubjective Knowledge." For submission to Strategic Management Journal.
3. Hargrave, Timothy J., Desiree F. Pacheco and Jeffrey G. York. "Managing Competing Logics: A Collaborative Governance Model." For submission to Organization Science.
4. Wadhwa, A., Yao, X., & Petkova, A. The effects of uncertainty on venture capitalists' investment trajectories in the clean energy sector. For submission to Strategic Management Journal.

5. Wry, Tyler and Jeffrey G. York. "For Love and Money: Logic-Bridging Identities, the Entrepreneurial Self, and the Creation of Caring, Compassionate Organizations." For submission to Academy of Management Review.
6. Yao, X., Petkova, A., & Wadhwa, A. Explicating the role of venture capitalists in the emergence of the clean energy sector.
7. York, Jeffrey G., Isobel O'Neil and Saras Sarasvathy. "Collective Action without Selective Incentives: How Self-Selected Stakeholders in the Entrepreneurial Process Create a Surplus of the Commons." For submission to Academy of Management Journal.
8. York, Jeffrey G., Mary Margaret Frank and Michael J. Lenox. "Tax Incentives and Green Patents: Do State Level Incentives Foster Environmental Innovations?" For submission to American Economic Review.
9. York, Jeffrey G., Timothy J. Hargrave and Desiree F. Pacheco. "A Co-evolutionary Model of Industry Emergence: Wind Power in Colorado." Revise and resubmit at Academy of Management Journal.

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.

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.

Undergraduate Programming and Partnerships

DEAN'S LEADERSHIP FORUM

Launched fall of 2014, the Dean's Leadership Forum is an elective freshman honors cohort in which Dean David Ikenberry partners with a Leeds faculty member to lead students through consideration of Harvard Business Review cases, presents them with executive guest speakers who discuss ethical leadership across industry and occupation, and engages the students in personal reflection toward the end goal of leadership development.

CESR'S BUSINESS ETHICS CASE COMPETITION:

In 2013 the Center for Education on Social Responsibility received donor sponsorship to refine an existing student case competition to specifically target business ethics. CESR's Business Ethics Case Competition enjoyed its debut in spring 2014, welcoming 14 teams comprised of 49 total student participants.

Graduate Programming and Partnerships

NET IMPACT

Net Impact is an international nonprofit organization whose mission is to mobilize a new generation to use their careers to drive transformational change in their workplaces and the world. Spanning six continents, Net Impact membership makes up one of the most influential networks of MBAs, graduate students, and professionals in existence today. CU-Boulder's Net Impact Club is recognized as a Gold

Chapter by Net Impact, placing it among the top 15% of graduate chapters, internationally. CU-Boulder Net Impact Club programming during the 2013-2014 reporting period includes:

The Net Impact Case Competition

The Leeds School of Business has been the proud host of the Net Impact Case Competition for more than a decade. This premier MBA competition focuses on solving real world sustainability business cases, and culminates in Boulder, CO when the top student team entrants from around the globe are brought in for a live two-day competition.

The 2014 competition asked student participants to consider whether extreme low-temperature insulation technology, KryptoWrap, has the potential to make an impact and generate profit in the growing liquefied natural gas (LNG) industry, and to assess the financial, environmental and social benefits offered by the technology.

Board Fellows

Board Fellows is a Net Impact chapter program where students have the opportunity to help manage a local non-profit. MBA's who are interested in non-profit work or operations of a board of directors will find this a great opportunity. In addition to the valuable experience working alongside passionate individuals, participants will use their business skills to help complete integral projects for their organization.

CU New Venture Challenge: Social Impact Track

Since 2008 CU has hosted an annual business plan pitch competition for students to develop a new idea; the CU New Venture Challenge. MBA students, in collaboration with CESR and Net Impact, developed the Social Impact Track. Through student and faculty fundraising efforts, this track awards funding for students/student teams pursuing an environmentally sustainable or socially responsible venture.

IMPACT CATALYST

In 2014, building upon an established history of in-class assignments in our *Topics in Sustainable Business* MBA course, the CU Net Impact club created the CU Impact Catalyst program, formalizing the process in which MBA students work as consultants with customer companies seeking B Corp certification.

In September of 2014 Leeds hosted a B Lab Colorado "B Impact Assessment Hackathon", in which CU Impact Catalyst MBAs worked with ten Denver and Boulder based companies to complete their B Impact Assessments in real-time, receiving one-on-one help completing the assessment and guidance on how to improve their scores.

In November of 2014, Leeds faculty member David Payne received the first ever **B Corps on Campus Award** at the 2014 B Corp Champions Award Dinner. The award was presented in recognition of Payne's history of teaching and mentoring of students through his *Topics in Sustainable Business* course, and the CU Impact Catalyst program.

B LAB PARTNERSHIP

B Lab defines itself as a nonprofit organization that serves a global movement of entrepreneurs using the power of business to solve social and environmental problems. A critical part of this service is the certification of benefit corporations, "B Corps", who meet rigorous standards of social and environmental performance, accountability and transparency. In 2014 the Center for Education on Social Responsibility partnered with B Lab Colorado in creating a manual for consultants who use the B Lab's B-Impact

Assessment tool to assist companies with acquiring B Corp certification. CESR enjoys an exclusive relationship with B Lab for the purpose of developing and distributing the manual nationally.

Community Programming and Partnerships

CESR'S CONSCIOUS CAPITALISM CONFERENCE

Each year, CESR's Conscious Capitalism Conference gathers business students from programs across Colorado with community members to learn how talented leaders have used the traditional tools of capitalism to serve social needs. The conference aims to challenge thinking and stimulate the creativity of the next generation through exposure to outstanding business leaders who have made values-driven choices. 2013 and 2014 saw the fifth and sixth years of this annual production.

Key objectives for the next 24-month period with regard to the implementation of the Principles

Curriculum Development

In the next 24-month period, CESR and the Leeds School of Business will introduce new and/or revised programming at the undergraduate, graduate and executive education levels.

Undergraduate

MICROFINANCE

CESR and the Leeds Finance Division will collaborate to revise and reintroduce an elective Microfinance class within our undergraduate curriculum. In the last two decades, microfinance initiatives have provided the primary worldwide impetus to promote economic independence for the poor (1.4 billion). Microfinance links the financial markets with entrepreneurship to create a platform that facilitates financial inclusion of the poor.

Graduate

MASTER'S OF SCIENCE

The Leeds School of Business is excited to be launching two new Master's of Science programs, beginning in the summer semester of 2015:

- The Master's Program in Finance is a one-year (twelve-month) intensive program offering tracks in asset management and in corporate finance and consulting. Core coursework in both tracks addresses transparency and anti-corruption.
- The Master's Program in Real Estate is also a one-year intensive program, offering tracks in Development Management and Asset Management. Requisite coursework for both tracks includes a Sustainable Real Estate class, in which students will gain the background knowledge and the language of current Sustainable Real Estate Development practices. The course explores the "triple bottom line" of practices and projects, in concert with a firm understanding of the multiple drivers for the new emphasis on sustainability. It is heavily encouraged that each student attends the LEED Green Associate Accreditation class preparation and become a LEED Green Associate.

MASTER'S OF BUSINESS ADMINISTRATION

For several years, the Leeds School of Business has offered and has been formally recognized by the Aspen Institute's Beyond Grey Pinstripes for our Sustainability Portfolio of courses associated with our full-time MBA program (Beyond Grey Pinstripes ranked the Leeds MBA program #21, internationally). Pursuit of the Sustainability Portfolio to date has been an informal process. The Center for Education on Social Responsibility will formalize the Sustainability Portfolio, and will officially recognize MBA graduates for their completion of coursework within the Portfolio through documentation on their diploma.

Graduate and Executive Education

The Center for Education on Social Responsibility is in the early development stages of two online/hybrid delivery programs anticipated to launch in the next 24-months:

1. Master's of Science program in Ethics and Compliance;
2. A "micro MBA" Certificate in Social Entrepreneurship, developed and delivered in partnership with the Unreasonable Institute.

Co-curricular Programming

CESR FELLOWS

The Center for Education on Social Responsibility designed and began awarding an undergraduate Certificate in Socially Responsible Enterprise (SRE) in 2010. In support of the growing community of SRE students who have expressed interest in deeper engagement with CESR programming at an earlier juncture in their academic career, CESR will launch the CESR Fellows program in fall of 2015.

Programmatic elements will include:

- peer mentorship of underclassmen by SRE upperclassmen;
- professional mentorship of all SRE students by CESR program alumni, board members and professionals passionate about social responsibility;
- experiential learning opportunities including internships and organized volunteer efforts;
- career treks exploring sustainability, corporate social responsibility and compliance opportunities;
- access to executive guest speakers.

Academic, Executive and Local Community Events:

PARTNERS IN BUSINESS ETHICS, 2015

The Leeds School of Business is proud to host the Partners in Business Ethics Conference in May, 2015. This event brings together Deans and Program Directors from some of the world's leading business schools with global corporate leaders to promote ethically responsible business, and to explore the manner in which future business leaders are trained and prepared to lead in the corporate world.

This event breaks new ground for collaboration between business and academic leaders on curriculum development and delivery in academic and workplace settings. Leeds is proud to welcome PRME to the 2015 conference, where Jonas Haertle, Head of the PRME Secretariat, will present the proposed Sustainable Development Goals (SDGs) of the United Nations to the 40+ business school deans and the 30+ corporate executives expected to be in attendance.

PBEC is the result of academic collaboration including the University of Colorado-Boulder, the University of Illinois at Urbana-Champaign, the Pennsylvania State University, and the University of Texas at Austin. 2015 saw the addition of the University of Kansas to the collaborative effort.

CURRICULUM THINK TANK

In 2012 the Center for Education on Social Responsibility (CESR) founded the Curriculum Think Tank – a consortium of faculty from national business schools who discuss best practices in curriculum design, pedagogy and approaches to teaching of business ethics and corporate social responsibility as part of a business school curriculum. Participating schools include representatives from Babson College, Colorado State University, the University of Pittsburgh, Michigan State University, Denver University, Dartmouth College, Trinity University, and the University of Arizona, to name a few.

Spring 2015 will bring Think Tank members to Boulder for an all-day conference where they will discuss how to best leverage cases and classroom speakers in teaching, and the impact of distance learning on this delivery strategy. Members will also discuss measures by which to demonstrate the impact business ethics and corporate social responsibility teachings have on students both while in school, and post-commencement as active members of the global workforce.

By collaborating with other leading business programs, CESR can share its best practices and learn from others about theirs. By sharing best practices and developing superior curricular initiatives across the country, we can assist other universities in developing and improving their educational initiatives in this area.

TAX HELP COLORADO

The Leeds School of Business will continue to participate in the IRS-sponsored VITA program, organizing Leeds MS, Accounting student volunteers to prepare income tax returns for low-income and disabled taxpayers. With IRS training and Leeds faculty supervision, Leeds students prepare and file participants' tax returns. This program offers our students practical experience prior to graduation, while simultaneously serving our greater regional community. For the 2014 season (2013 returns), Leeds student volunteers prepared 503 income tax returns and obtained \$532,000 in tax refunds. They also obtained \$171,000 in refundable earned income credit.

Desired support (meetings, tools, best examples, implementation guidelines...) from the PRME community that would be most helpful in achieving key objectives over the next 24 months

The Leeds School of Business will look to PRME guidelines and resources to enrich our continued curricular and co-curricular programming, and will seek out opportunities collaborate with other member organizations.