



Business School

UNIVERSITY OF COLORADO **DENVER**

CU Denver Business School

Sharing Information on Progress (SIP) for UN PRME:

Principles for Responsible Education:

Report for 2018

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I. Dean's Letter of Renewed Commitment



Rohan Christie-David, Dean
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April 27, 2018

United Nations Global Compact: Principles for Responsible Management Education
(UN PRME)

Dear UN PRME,

This letter confirms my support and renewed commitment for the University of Colorado Denver's Business School to be a member of UN PRME: Principles for Responsible Management Education.

Sincerely,



Rohan Christie-David

Dean, CU Denver Business School

II. Overview the Auraria Campus, and Its Sustainability Activities

A. Auraria Campus and CU Denver

The University of Colorado Denver (CU Denver) is a major public urban research university, with two major campuses, the Downtown Campus in Denver, Colorado and the Anshultz Medical Campus in Aurora, Colorado, six miles from Denver. The CU Denver downtown campus is part of the downtown Auraria Campus, which includes three major universities, CU Denver, Metropolitan State University of Denver, and the Community College of Denver. The three campuses have combined about 50,000 faculty, students and staff. The Anshultz Medical Campus is the largest academic health center in the Rocky Mountain region, with more than 4,000 students in research and advanced health care programs.

B. Auraria Sustainable Campus Program

Auraria's Sustainable Campus Program (SCP) is a student-driven committee with the mission of reducing the campus's ecological impact and dependence on fossil fuels. In 2007, the presidents and chancellor from each of the three institutions signed the American College and University President's Climate Commitment (ACUPCC) committing to complete an emissions inventory, set a target date and interim milestones for becoming climate neutral, to take immediate steps to reduce greenhouse gas emissions by choosing from a list of short-term actions, integrate

sustainability into the curriculum, make it part of the educational experience, and have the action plan, inventory, and progress reports publicly available on meeting campus goals

The campus has an energy dashboard to view campus energy usage and production in real time for different buildings on campus including total campus usage, building comparisons, green features, a LEED checklist, an educational demo, and green features. Students at the University of Colorado downtown campus and the Anschutz Medical Campus voted to have student fees, so that all students have free access with a RTD College pass to public buses and light rail transportation. The Auraria campus also has Denver B-cycle (Denver's bike sharing system) stations on campus. The Auraria campus also has a composting program, program to purchase renewable energy, a robust single stream recycling project, water efficiency projects, and building efficiency projects. The Colorado Public Interest Group (CoPIRG) has an active presence on campus with a student group registering hundreds of students to vote, and initiating a CU Denver food bank, as well as a collection of clothing for a local homeless and sponsoring an annual sustainability fair among other activities. The Sustainable Campus Program (SCP) is a student-driven committee with the mission to reduce the campus's ecological impact and dependence on fossil fuels. The SCP ensures that the Auraria campus is sustainable, and also helps to reduce costs and improve campus life for all students, faculty and staff.

III. Overview University of Colorado Denver (CU Denver)

A. Campus Overview

CU Denver has two major campuses, the Downtown Auraria campus and the Anschutz Medical campus, and student can also take classes at the University of Colorado's satellite location, CU South Denver in Parker, Colorado. The two campuses have over 19,401 students, with 55% undergraduate, 45% graduate and professional students. About 72% of students are full-time and 19% out-of-state students, and 6% international students. CU Denver's 13 schools and colleges offer more than 140 programs including bachelor, master, doctoral, and first professional degree. CU Denver's two campuses generate more than \$400 million in sponsored research annually.

The Downtown Denver campus has over 10,000 undergraduate and over 4,000 graduate students, as the largest graduate programs in the state of Colorado. The campus has a diverse population, with 41 percent undergraduates, students of color. The Anschutz Medical campus located in Aurora Colorado is the largest academic health center in the Rocky Mountain region, and has over 4,000 students including 513 undergraduate and 3,581 graduate and professional students. The Anschutz campus includes the School of Dental Medicine, Graduate School, School of Medicine, College of Nursing, Colorado School of Public Health, and Skaggs School of Pharmacy and Pharmaceutical Sciences. In addition to full-time students for both campuses, CU Denver as an urban university caters to

professional students working full time and older students coming back to earn degrees for specific professional career goals, with evening and CU Online courses offered as well.

B. CU Denver Sustainability Activities

Sustainability is a signature area for the Business School, and Sustainability is also a signature area for the University of Colorado Denver. The University of Colorado Denver and the Anschutz Medical Campus have a CU Denver climate action plan as a signatory of ACUPCC with a plan for carbon reductions including energy efficient projects in university buildings, renewable energy development, education and communications, appropriate funding for projects, and integration of a climate action plan into all aspects of campus activities. Sustainable action plans include efficiency and conservation, recycling, rideshare, a sustainability tracking, assessment and rating system (STARS), and the Chancellor's Task Force on Sustainability. The Experiential Learning Center and Office of Student Life also provide a variety of service projects during school breaks programs. The campus has an optional pledge for graduates to sign indicating that they will engage in sustainability in their future lives after graduation.

CU Denver's Business School has a Managing for Sustainability Program that provides Sustainability elective courses for Sustainability specializations for the Professional MBA Program, MS Management Program, and MS Marketing Program, and as electives for other business graduate programs. A joint graduate/undergraduate course MGMT 4825/6825: Sustainable

Change Leadership provides students with leadership skills in sustainability and change management and work with B-Lab staff and companies within the framework of the Best for Colorado Campaign, serving as an elective for the undergraduate experiential learning requirement.

CU Denver also has an undergraduate sustainability minor through the College of Liberal Arts and Sciences (CLAS) that is interdisciplinary allowing students to take course electives in sustainability across different disciplines including anthropology integrated biology, chemistry, communications, economics, engineering, environmental sciences, and business, among others.

The College of Architecture and Planning, working closely with the Master of Urban and Regional Planning (MURP) community, has a research center, the Colorado Center for Sustainable Urbanism (CCSU) dedicated to making cities and towns sustainable. The Master of Urban and Regional Planning Program at CU Denver provides a real-world oriented program where students engage with planning/design professionals and the community with research, instruction, and community outreach focusing on three initiatives: Healthy Communities, Urban Revitalization, and Regional Sustainability.

The College of Engineering and Applied Sciences, Civil Engineering Program offers several degrees in Environmental and Sustainability Engineering including a Master of Science (MS) in Environmental and Sustainability Engineering, a Master of Engineering (MEng) in Sustainable

Infrastructure, and a Doctor of Philosophy (PhD) in Civil Engineering or Civil Engineering Systems. The program is broad-based linking theory with engineering design for environmental protection and sustainable infrastructure systems. The College also has a Center for Sustainable Infrastructure Systems and program in Sustainable Infrastructure and an Environmental and Hydraulics Laboratory.

The School of Public Affairs has for its Master's programs concentrations and certificates in Environmental Policy, Management, and the Law and a Wirth Chair Sustainable Development Series with a quarterly networking and speaker series open to the public on different social, economic, and environmental sustainability topics as a forum to share ideas, principles, and strategies. In a joint effort with the Alliance for Sustainable Colorado, white papers are written based on the forums to inform policy makers and promote positive actions in Colorado. The annual Wirth Chair Sustainability Awards Luncheon also honors those making a positive impact on environmental, economic, and social sustainability issues each year.

IV. Overview the CU Denver Business School

The CU Denver Business School has over 2,000 undergraduate students and graduate students, including a large Professional MBA program focusing on professional working students, a 12-month MBA program, and an Executive MBA program (joint with the three CU campuses). The University of Colorado Denver Business School also has classes for its

Professional MBA program at its new South Parker Campus, and online classes through CUONLINE, allowing maximum flexibility for its students.

The 12-month MBA program (formerly the 11-month full-time program) focuses on more traditional students that will be initiated in 2018. The new program offers students the opportunity to engage in paid internships with businesses or consulting coursework, while taking classes as a real-world experience component, and an international course abroad component, and to complete their MBA in one year. The new program provides an innovative 5-week course structure to allow students to earn a full 48-credit program in one year, and has no course prerequisites, formal business education or experience required, with students coming from a variety of backgrounds including engineering, business, liberal arts, and the military.

The Professional MBA caters to professional, working students as well as traditional full-time students providing flexibility for students with evening, hybrid, and online classes, and allowing students to complete the 48 semester hour program on their own time-line, with 30 semester hours of required core courses and three semester hours in international business and the remaining 15 semester hours as electives, chosen from over 50 graduate business courses. The program offers 22 specializations, including a Managing for Sustainability specialization through the Managing for Sustainability Program. The Business School offer Master's Degrees in Accounting, Business Analytics, Finance and Risk Management, Global

Energy Management, Health Administration, Information Systems, International Business, Management, Marketing, and Taxation.

The Managing for Sustainability (M4S) Program specialization for both MBA students and other graduate students that began in 2007, with elective offerings available to all graduate students as part of the Professional MBA program. Students have the flexibility to take classes in the evening on campus and take classes online, with the flexibility to take the specialization online as well as on-campus. A new five-week sustainability elective is also being designed for the new 12-month MBA program. The Managing for Sustainability Program also offers a Post-Bachelor's Managing for Sustainability Certificate by completing two foundation courses and two elective courses.

V. Overview: CU Denver Business School Managing for Sustainability Program

A. Student Engagement in Sustainability Approach

The Business School at CU Denver uses three approaches to prepare Masters of Business Administration (MBA) and other graduate students to social, ethical, and environmental issues inherent mainstream business including:

- (1) exposure of students to value based issues in core courses;
- (2) discussions of value based issues in special elective courses;
- (3) in-depth exposure to sustainability management issues with a Managing for Sustainability specialization, along with elective sustainability courses for

students wishing to take one or two electives to add to their focus in a career area of their choice as follows.

1. Core MBA course that are value based include:

- Legal & Ethical Environment of Business
- Introduction to International Business
- Managing Individuals and Teams
- Accounting & Analyzing Information
- Financial Management
- Operations Management
- Information Systems Strategy
- Financial Management
- Applied Economics
- Leading Individuals & Teams
- Marketing
- Strategic Management

2. Specialized Electives for MBAs addressing value based issues

including a number of different electives (such as International Corporate Governance, Negotiation and Interpersonal Conflict Management, Managerial Accounting Seminar, Dialogues on Globalization, Business Intelligence Systems, Entrepreneurial Financial Management, the Rise of India, London Calling, Legal Aspects of International Business, Managing Global Talent, among others. Recent international trips that are value based include: Belize Business Service Learning in Paradise; Denmark: Danish

Solutions to Sustainability Issues; China: A Window on China; London: Risk Management and Insurance; Ireland: Leadership & Entrepreneurship; and Dubai: Up Close and Personal.

3. A Specialization in Managing for Sustainability enabling Professional MBA students, MS in Marketing, and MS in Management and Organization students, as well as other graduate students to explore the role of business in fostering the long-term health and viability of communities, the environment, and the organization. For a specialization in Sustainability, students have the option to take one or two courses to broaden their knowledge of sustainability or take four of these electives for a specialization in Managing for Sustainability. Students may also take an internship to gain expertise and assist firms dealing with environmental and sustainability issues or work with a non-profit firm or substitute electives offered at other campus colleges offering special sustainability electives.

The sustainability electives currently offered in the Business School for the Managing for Sustainability specialization include:

- MGMT 6821 Managing for Sustainability;
- MKTG 6830 Marketing & Global Sustainability;
- BUSN 6800 Accounting/Finance for Sustainability;
- BUSN 6285 Business & the Natural Environment;
- MGMT 6822 Business Ethics & Corporate Social Responsibility;
- ENTP 6842 Exploring Social Entrepreneurship;
- BUSN 6870 (INTB) Global Climate Change;

ENTP 6844 Social Entrepreneurship in the Developing World;
BANA 6730 Supply Chain Management (Green Supply Chain);
MGMT 4825/6825 Sustainable Change Leadership
MGMT 6824 Field Study in Sustainability;
(also Independent Study or Internship in Sustainability option)

4. Post Bachelor's Certificate Program

The Managing for Sustainability Program also has a post-bachelor's degree certificate for working professionals, with the ability for working professionals to take available online and on campus course including two core sustainability course and two electives and receive a certificate in Managing for Sustainability.

B. Managing for Sustainability Program Advisory Board

The Managing for Sustainability Program (M4S) includes a Business Community Advisory Council that includes 42 sustainability leader board members from major corporations, from a variety of different industries operating in Colorado, along with board members from prominent non-profit businesses, and government organizations that include sustainability in their mission. The advisory board includes representatives from businesses including B Lab Colorado, the City of Denver, CBRE, DaVita, Prologis, AT&T, and Excel Energy, among many others. Advisory Board meetings are held three times a year with presentations by students and board members and feed back and ideas solicited for ways to improve courses and

curriculum, and advisory board members provide mentoring to students and internships, and serve as speakers for classes and speaker panel events.

Additional information on the Managing for Sustainability Program can be found at <http://www.ucdenver.edu/academics/colleges/business/industry-programs/sustainability/Pages/Sustainability.aspx>

C. New Online MOOC (Massive Open Online Course): “Become a Sustainable Business Change Agent”

With more and more companies in all areas of the world looking for ways to make their companies more sustainable, this new MOOC course provides tools and strategies to make sustainability changes in organizations including helping students to know how to create an effective sustainability proposal for change, to understand who within an organization needs to be convinced of the change, and to know how to properly implement a sustainability strategy. Completion of a capstone project allows students to earn a certification for the course.

<https://www.coursera.org/specializations/sustainable-business-change-agent>

VI. Overview of Practical Actions Taken in the Last 24 months by UNPRIM Principles

A. Principles 1 and 2 and 3: Purposes, Values & Method

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 value 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.

Practical Actions for Principles 1, 2, and 3:

(1) Daniels Fund Ethics Initiative at the CU Denver Business School

The University of Colorado Denver Business School recently received a grant from the Daniels Fund to participate in the Daniels Fund Ethics Initiative, aimed to teach to students principle-based ethics (including principles of integrity, trust, accountability, transparency, fairness, respect for the rule of law and viability), emphasizing real-world application of ethical principles, and extending ethical behavior beyond the campus and into the community, and integrating ethics instruction across the curriculum, focusing on practical applications and engaging with the business community as an important aspect of the initiative.

The Initiative has presented grants to faculty to incorporate ethics in their course curriculum, developed an ethics case competition team that placed third in a regional Colorado ethics case competition, and has had several community speaker panel events on ethical topics including in 2018 a lunch with leaders initiatives focusing on ethics in the legal profession and personal integrity in small business, and a speaker event with Nancy Tuor Moore with CH2M Hill on the “Incredible Rocky Flats Cleanup” with the Rocky Flats Nuclear Weapons Facility Accelerated Closure Project in Golden, Colorado and event focusing on “The Ethics of Reporting on Pandemic and Emerging Infectious Disease” with Sonia Shah, an Investigative Science Journalist. The initiative focuses on ethics for different academic specializations in the program for each year of the initiative.

The Initiative in 2018 developed a new Student Center for the Public Trust (CPT) and student group, with the goal of promoting ethical business thinking, including networking with the business community and developing professional leadership skills. Information about the initiative can be founds at:
<http://www.ucdenver.edu/academics/colleges/business/about/WhyChoose/Pages/Ethics-Initiative.aspx>

(2) Managing for Sustainability (M4S) Program Business Community and Alumni Curriculum Review and Course Revision

The Managing for Sustainability Program faculty met with M4S Advisory Board Members and alumni to improve the curriculum for the Managing for Sustainability program including a review of syllabi for individual courses. Individual faculty also presented information on their courses and topics at several board meetings to receive feedback on the content for their courses. A survey of current students and review of students doing the specialization and taking individual courses was also analyzed. The review included a presentation by board members for their sustainability programs at other schools were also presented, along with feedback from alumni on how well the program prepared them for their current positions as sustainability professionals.

(a) Revision of Current Courses following the curriculum review:

In response to a comprehensive course review, content was revised for each of the courses in the program to make courses more relevant and include topics Sustainability Directors of companies felt should be incorporated.

(b) Creation of a Managing for Sustainability Mentoring Program:

In response to student feedback and reviews, a new mentoring program was established for students to be mentored by Advisory Board Members. Students were given the opportunity to review all

potential mentors volunteering for the program with information by the mentor's current position, type of company they work for, and the range of sustainability work that the mentor does to match with student interests including a bio of the mentor. Mentors are asked to meet with students three times over the semester, where students come to meetings with things they wish to discuss. For continuous improvement, mentors and students provide feedback about what worked well and areas to continue to improve on.

(3) Creation of a new Green Business MOOC Course with Coursera:

Faculty members, John Byrd and Ken Bettenhausen completed the development of a Sustainable Change Management MOOC course that was accepted by Coursera and began in Spring 2017, continuing in 2018 onward. The course allows students globally to gain knowledge in business sustainability with course units on different aspects of sustainability and creating sustainable value including an overview of sustainability, life cycle thinking, business initiatives, green product design and cradle-to cradle planning and life cycle assessment, green processes in the company, ISO 14000 and continuous improvement, the role of consumers and sustainable consumption, climate change impacts, mitigation, and adaptation, measuring carbon footprints, carbon taxes and trading, the CDP, social license to operate, auditing a supply chain, internal marketing and green washing, green business accounting, reporting, and finance, social return on investment, B-Corps, SASB, social return on investment, among other topics and case studies. The course has had over 800 students engaged, and about 200 students fulfilling the capstone requirement for certification.

B. 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.

Practical Actions: Faculty in the Managing for Sustainability Program have actively engaged in empirical research in sustainability and social issues including over the past 24 months (Summer 2016 to Spring 2018) include the following articles and textbooks and working papers:

Published Refereed Articles in Academic & Practitioner Journals

Jenna Burke, R. Hoitash, and U. Hoitash (2018). “The Heterogeneity of Board-level Sustainability Committees and Corporate Social Performance.” *Journal of Business Ethics*, forthcoming.

David Chandler (2018) with, Rindova, Violina P.; Martins, Luis L.; Srinivas, Santosh B. & (Forthcoming), ‘The Good, the Bad, and the Ugly of Organizational Rankings: A Multidisciplinary Review of the Literature and Directions for Future Research,’ *Journal of Management*.

John Byrd and Elizabeth S. Cooperman (2018) “Investors and Stranded Asset Risk: Evidence from Shareholder Responses to Carbon Capture and Sequestration (CCS) Events,” *Journal of Sustainable Finance & Investment*, 8(2), 185-202.

John Byrd and Elizabeth S. Cooperman (2017). “Shareholder Activism for Stranded Asset Risk: An Analysis of Investor Reactions for Fossil Fuel Companies,” *International Review of Accounting, Banking and Finance*, 9(1), Spring, 59-78.

Vinit Desai (2016). “Under the Radar: Regulatory Collaborations and their Selective Use to Facilitate Organizational Compliance. *Academy of Management Journal*, 59, 2016, 636-657.

Vinit Desai (2016). “The Behavioral Theory of the (governed) firm: Corporate Board Influences on Organizations’ Responses to Performance Shortfalls.” *Academy of Management Journal* 59 (30, 860-879.

Vinit Desai (2018). “Collaborative Stakeholder Engagement: An Integration Between Theories of Organizational Legitimacy and Learning.” *Academy of Management Journal* 61 (1), 220-244.

J. Khuntia, Saldanha T., Mithas S., and Sambamurthy V. (2018) Information Technology and Sustainability: Evidence from an Emerging Economy. *Production and Operations Management* (POM), (Online: Ahead of Print: <http://dx.doi.org/10.1111/poms.12822>).

New Textbooks Incorporating Sustainability

Chandler, David (4th edition, 2017). *Strategic Corporate Social Responsibility: Sustainable Value Creation*, Sage Publications, Inc.

Elizabeth S. Cooperman (2017). *Managing Financial Institutions: Markets and Sustainable Finance* (Routledge), January 2017 (1st financial institutions & markets text to incorporate sustainable finance aspects as part of the text).

Refereed Presentations over the past 24 months include:

John Byrd and Elizabeth S. Cooperman (2018). “Investors and Stranded Asset Risk: Evidence from Shareholder Responses to Carbon Capture and Sequestration (CCS) Events, Presentation Southwest Finance Association 2018 meeting, Albuquerque, N.M., March 2018.

Ning, X., Khuntia, J. (2018). “Alignment of Operational Intentions and Institutional Pressures for Outcomes from Sustainability Systems: Evidence from Greenhouse Gas Management System Implementations in Firms in China and South Korea,” 2018 POMS Annual Conference, Houston, TX. (Applied for the College of Sustainable Operations Best Student Paper).

See, K.E. & F. J. Miliken (2018). “*Exploring the mechanisms linking corporate sustainability practices and employee outcomes: The role of communication in hierarchies.*” Working paper, and earlier presented at the Academy of Management annual meeting and the International Society for Justice Research.

Yim D., Liu X, **Khuntia J. (2017).** Following the CSR footprints in Sustainability Reporting. SIGGreen Pre-AMCIS Workshop, Boston, MA.

Working Papers and Research in Progress:

John Byrd and Elizabeth S. Cooperman (2018). “*Internal Carbon Pricing and the Effect on Carbon Emissions: An Analysis of Early, Secondary, and Non-Adopters*” in progress.

John Byrd, Kenneth Bettenhausen, and Elizabeth S. Cooperman (2018). “*Authenticity in CO2 Reductions: The Impact of Women Directors*” in preparation for journal submission.

David Chandler (2018). “*What’s Black, White & Read All Over,*” under second review submission revision

X. Ning (2018). Sustainability monitoring system implementation and outcomes in public organizations: evidence from the cities of the United States. Project conceptualized and data collection in progress.

X. Ning (2018). Internet of Things and Sustainable Transportation: an exploratory study to investigate the interrelationships amongst sensor use, emissions and energy consumption. Pilot project conceptualized.

Yim D., Khuntia J., Gao Q. (2018). Environmental sustainability behaviors and information provision. Working Paper in Progress.

C. Principles 5 and 6

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.

Practical Actions:

- (1) Enhanced the M4S Sustainability Advisory Board with new members in the Denver Business Community to provide advice on the Managing for Sustainability Program and to provide internship, scholarship and field studies opportunities and mentoring for students, increasing the size of the M4S Board to 42 members including government agencies focusing on sustainability
- (2) Brought in high-level sustainability speakers from the M4S Advisory Board from the Business Community to engage with students.
- (3) Joint Net Impact/Managing for Sustainability Event, Spring 2018: “Impact Investing, Corporate Sustainability & Micro-Lending Panel Event,” April

27, 2018, with panelists: Elias Bachmann, BSW Wealth Partners for Impact Investing, Gwen Bonilla, Accion Colorado for Microlending, and Lara Hussain, former Director of Sustainability.

(4) Engagement with the Colorado Alliance for Sustainability in Denver and with the Wirth Chair for the Sustainability for the School of Public Administration

(5) Managing for Sustainability Breakfast & Networking Board Meetings (three times a year) in 2017, and 2018, with networking and engagement with faculty, students, and board members, along with guest presenters from the business community and 10-year Sustainability Program Celebration.

VII. Assessment of Progress Made in Past Reporting Period

The Managing for Sustainability key objectives in the past two-year reporting period were:

(1) Complete Development and first year of enrollment for our new Green Business MOOC to begin in Fall 2016 and continue in Spring 2017 and engagement with faculty and external experts in Sustainability for development of specialized topics for each of the modules for the MOOC.

*****Successfully completed the MOOC completed and 800 students joining classes in 2017 and 2018.**

(2) Work on student engagement in sustainability and attendance for special sustainability events, including new engagement with undergraduate students on campus.

*****Special Sustainability Panel Event in 2018 with panel of executives on SRI investing, Microfinancing, and Corporate Sustainability and engagement with students attending M4S Advisory Board Meetings.**

(3) Engage in joint events and projects with the business community and with other CU Business School centers and campus sustainability projects with other schools.

*****New course completed where students engage with B-Corp. and companies with students helping companies with their B-corp. Assessments and Improvements following Assessments.**

(4) Complete research studies in sustainability and sustainable value targeting journals with greater public exposure and disseminate research to the business community.

*****Faculty published two textbooks with major publishers bringing sustainability into the capstone management course and undergraduate and graduate financial institutions management and market courses incorporating sustainability and seven sustainability related articles published to disseminate research, with a research list and research discussion at M4S Advisory Board Meetings. Published articles and engagement in research projects with this goal in mind.**

(5) Continue working with the CU Denver B-School M4S Advisory Board and improving upon the mentoring and field study program and community engagement.

*****Built up the advisory board and enhanced the field study program with the new Sustainable Change Leadership course.**

(6) Work on increasing enrollments in the M4S courses, and specialization and certificate program.

*****Increased enrollment in the new MOOC course.**

(7) Develop a plan for recruiting new faculty with expertise in sustainability and contacts with the sustainability community.

*****Currently working on this plan and hired new lecturer for the new MGMT 4825/6825: HO1: Sustainable Change Leadership course, and invited new faculty to join with the Managing for Sustainability faculty for research and advisory board meetings.**

Goals for the Future:

- (1) With several faculty currently leading the M4S reaching retirement age, plan for succession leadership management for the future, and expanding program faculty including new faculty members interested in sustainability research.
- (2) Engage in high quality sustainability research targeting high impact journals and high impact sustainability conferences.
- (3) Improve the quality of courses in the program to ensure content is relevant and up to date.
- (4) Greater engagement with other campus sustainability programs and presentations from other programs to the Managing for Sustainability Advisory Board.
- (5) Continue engagement with the Colorado Sustainability community and organizations
- (6) Continue recruitment of new students for the Managing for Sustainability Program.
- (7) Integrate Sustainability in to the curriculum for the MBA Program and undergraduate Program.
- (8) Educate other faculty on the importance of sustainability initiatives for businesses to have a greater awareness of ways businesses and individuals can contribute to sustainability efforts.