

**Business School University of Colorado Denver Sharing Information on Progress (SIP) for 2014 for UN PRME: Principles for Responsible Education:** *University of Colorado at Denver, The Business School, Campus Box 165, P.O. Box 173364, Denver, Colorado 80217, United States*

**1. Letter of Renewed Commitment**  
(see Attached document pdf)

**2. Major Achievements in Relation to the Implementation of One or More Principles during the last 18 months**

**Integrated Sustainability across the Core (required) Curriculum for all Professional MBA Students in the Capstone Strategic Management course, so all MBA students are exposed to sustainability issues upon graduation.**

**Established a new field studies course that allows students in the MBA and MS Management and MS Marketing Sustainability specializations to work with Companies on sustainability issues to gain expertise and assist these companies.**

**Enhanced 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 for students in the program.**

**Established relationships with Businesses in Denver and raised funds for a director part-time for the Managing for Sustainability Program and for scholarships to help Fund tuition and activities for the Net Impact Student chapter.**

**Engaging in joint partnership with a Sustainability/STEM-based high school In Denver, inviting freshman high school students to campus to encourage their interest in attending college and sustainability, including a green house gas exercise for students.**

**Net Impact Student Chapter engaged in business/joint Denver Net Impact Chapter Events on Sustainability topics.**

**Set up a Geothermal Event for the new Geothermal Upgrade at the Colorado Capitol in Denver on Innovative Alternative Energy and Efficiency Upgrades at the Colorado Capitol Complex involving the Governor, NREL, business leaders and students, July 17, 2013.**

**Research in Sustainability Course: Students engaged in research projects, in an Online format, including a student presenting her work in Houston on the use of Storage containers for housing to a governmental real estate group.**

## General Overview:

The Business School at the University of Colorado Denver uses a three front approach to prepare MBA students to manage social, ethical and environmental issues inherent in mainstream business:

1. Core MBA courses that are value based including required core courses: Legal and Ethical Environment of Business; Introduction to International Business; Managing Individuals and Teams; Accounting and Analyzing Information; Financial Management; Operations, Data Analysis, Financial Management, Economics, Managing Individuals and Team, Marketing, and Strategic Management. Students are exposed to value-based issues at the beginning of their program and at the end with the capstone Strategic Management Course.
2. Specialized electives for MBAs addressing value based issues including a number of different electives including International Corporate Governance, Negotiation and Interpersonal Conflict Management, Managerial Accounting Seminar, Dialogues on Globalization, Business Intelligence Systems, Entrepreneurial Financial Management, Financial Institution Management, the Rise of India, London Calling, Legal Aspects of International Business, Managing Global Talent, among many others.
3. A Specialization in Managing for Sustainability that enables MBA students to explore the role of business in fostering the long-term health and viability of communities, the environment, and the organization. MBA students can take four of these electives individually or for a specialization. They can also substitute two cross-disciplinary courses in Engineering, Architecture, the School of Public Administration which offer courses in 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.

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

1. MGMT 6821: Managing for Sustainability;
2. MKTG 6800: Non-Profit and Social Marketing;
3. ENTP 6858 Innovation in the Social Sector;
4. BUSN 6800 Accounting/Finance for Sustainability;
5. BUSN 6830 Business and the Natural Environment;
6. MGMT 6822 Business Ethics and Corporate Social Responsibility;
7. ENTP 6860 Business Planning for Social Entrepreneurs;
8. INTB/BUSN 6870 Global Climate Change;
9. Entp 6800: Research in Sustainability;
10. BUSN 6826: Supply Chain Management (Green Supply Chain Management).
11. Field Study in Sustainability (new course beginning Fall 2012).

### Centers and Institutes:

The Business School is part of a campus Sustainability Hub to provide inter-disciplinary education and research on sustainability including the colleges of Architecture, Engineering, Public Administration, and Liberal Arts. Based on the University's history and depth of sustainability-related research and education, the University of Colorado Denver was one of six universities awarded with a multi-million dollar, five year award from the National Science Foundation to develop and support inter-disciplinary graduate programs in Sustainability. Representatives from the Sustainability Programs across campus network together to bring in campus speakers and co-sponsor events, and to develop inter-disciplinary research projects in Sustainability and apply for inter-disciplinary research grants. Through the network, students in all programs become aware of different course offerings, events, and speakers offered across colleges.

The Business School developed a Business Community Advisory Council to help improve its curriculum, develop internships, and class speakers and mentors for classes, and to engage debate and discussion among council members.

Members of the Advisory Council include executives/managers from for-profit businesses that include Sustainability in their mission, businesses with sustainability as their mission, sustainability consulting firms, and government and state centers promoting sustainability.

The Managing for Sustainability The Business School maintains a partnership with CORE (Connected Organizations for a Responsible Economy), a non-profit business association dedicated to the promotion of more environmentally and socially responsible business practices.

The Sustainability Program is a signature area for the Business School with Sustainability also as a signature area for the University of Colorado Denver, with detailed information posted on the university/business school's website:

<http://www.ucdenver.edu/academics/colleges/business/about/WhyChoose/sign...>

## 2.1 Principles 1 and 2 Curriculum Change

**A. Curriculum: Coursework Search Results** 40 Course(s) (additional (additional 19 courses added since 2009 to the present that include ethical, social, cultural, environmental content).

Course Name: [Accelerated 11-month MBA: Managing Individuals and Teams](#)

Instructor: Kenneth Bettenhausen

Students gain an awareness of ethical, social, and cultural considerations in working with and managing within teams.

Course description: Students learn the strengths and weaknesses of their management style, and how to work effectively with individual differences. Students also learn how to form teams around purpose/task, diagnose problems, identify and implement solutions by utilizing leadership skills such as setting goals, processes, and measures, interpersonal communication, motivation and conflict management. Students develop an understanding of the effect of the organizational and social context on the behavior of individuals and teams.

Course Name: [Accounting and Finance for Sustainability](#)

Instructor: Roger Stace

Helping companies and communities become more socially and environmentally sustainable requires information and investment. This class introduces internal accounting techniques that aid companies in becoming more eco-efficient and external reporting to help investors value a company along social and environmental dimensions. How and when to report potential environmental liabilities and different models of sustainability reporting are also discussed. At the national level we examine alternative measures of GDP that better represent social and environmental aspects of the country. Markets can be a powerful tool for change. We look at emissions trading, micro-finance and socially responsible investing.

Course Name: [Analyzing and Interpreting Accounting Information, Accelerated 11-month MBA Program](#)

Instructor: Ann Martin

BUSN6550 is designed to help you develop skills in reading, understanding, and analyzing financial statements and to make you aware of both the benefits and the limitations of the information contained in the financial statements. In addition, the course will help you understand the effect of management decisions on these financial statements and how investors and creditors might react to the results of the decisions. The exposure of serious accounting issues in 1 industries and companies around the globe has highlighted the need for everyone to understand the accounting process and the effects of management decisions on the firm's financial position regardless of your particular position in the firm. If you are an accountant, you need to be fully aware of the legitimacy and credibility of the firm's accounting procedures within the official guidance of the accounting profession. You also need to know what is being asked of you by management and you need to have a strong awareness of your own moral and ethical framework if or when you are asked to do something that you feel is "pushing the envelope" We will talk about the ethics of accounting from the accountant's point of view throughout the course. If you are in management, you need to know all the financial ramifications of decisions you make both within your area and as part of the management team; if you ask the accountants to report information in a certain way, you need to know exactly what you are asking them to do and the complete effect of that request. You too need to have a strong awareness of your own moral and ethical stance on questionable issues. Thus we will also talk about the ethics of management decisions with respect to accounting decisions through the course as well. The decisions that you make as part of the management team have implications

not only for the firm you manage, but for its employees, its suppliers, its customers, its investors, its lenders and regulators as well. If you are reading financial statements as an investor or lender, you need to know enough to ask the right questions about the firm's activities and to be able to judge the credibility of the answers you find.

Course Name: [Applied Economics for Managers](#)

Instructor: Woody Eckard, Barb Pelter

After taking this course, students should be able to apply economic principles to make optimal decisions given firm cost, demand and market circumstances. Also, they should be able to analyze the firm's interactions with its competitive market environment. Students will learn basic aspects of federal macroeconomic policy designed to achieve stable prices and economic growth. Also, they will learn to understand the measurement of output (GDP), employment, and prices; the conduct of monetary and fiscal policy; and the balance of trade.

The Macro part of the course includes an examination of the recent recession/recovery, including an analysis of the financial crisis that includes topics of corporate social responsibility and public policy.

Course Name: [Auditing](#)

Instructor: Carol Dee

Course objectives: The primary objective of this course is to help students develop a sound knowledge of financial auditing, with an emphasis on the theory underlying the development of standards, objectives and procedures. Upon completion of this course, students will know the services auditors provide and why users would demand this service even without government regulation.

- the management assertions embodied in financial statements and why auditors use them as a focal point of the audit.
- the legal environment facing auditors and how auditors can minimize their legal risk.
- how events such as the Enron scandal, the passage of the Sarbanes-Oxley Act, and the formation of the Public Company Accounting Oversight Board (PCAOB) have changed the profession and auditors' responsibilities.
- the ethical and professional standards for public accountants, as promulgated by the Securities and Exchange Commission, the PCAOB, and the American Institute of Certified Public Accountants.
- how auditors evaluate risk and how this evaluation affects the audit procedures used.
- how auditors assess a client's internal control environment and how this affects the audit.
- the auditor's responsibility for detecting fraud and illegal acts.
- the types of audit reports and the circumstances under which each is issued.
- the techniques and procedures employed in gathering audit evidence.

Course Name: [Bargaining, Negotiation, and Interpersonal Conflict Management](#)

Instructor: Ken Bettenhausen

MGMT6804-3. Bargaining and Negotiation. Designed as a seminar in bargaining, negotiation, and interpersonal conflict management. Through simulations, role-plays and personal experience, students will practice and develop their negotiation skills and see how negotiations differ depending on the type of situation encountered. Specific topics covered include: the nature of negotiation, the role of negotiation context, interdependence and power, strategies and tactics of distributive bargaining, strategies and tactics of integrative bargaining, negotiation ethics, and interpersonal conflict resolution. This is not a course in collective bargaining, salesmanship, or purchasing (though the course principles and negotiation techniques covered in the course certainly apply to each of these contexts). The course objective is help you think about, practice, and (hopefully) improve your ability to negotiate and bargain your way through life (both personal and professional). Throughout the semester you will have the opportunity to share and critique your classmates' and your own out-of-class bargaining experiences and to practice bargaining in class by negotiating in earnest within the context of different bargaining exercises. After working through each in-class exercise we will discuss the strategies and bargaining tactics you used and consider why they worked or did not work, and the ethical issues surrounding the negotiation in this particular situation.

Course Name: [Business and Global Climate Change](#)

Instructor: John Byrd

Over the next decades managers will increasingly have to consider aspects of climate change - energy costs, regulatory requirement, disclosure and developing competitive products and services for a low carbon world. No matter what your personal views are about climate change, most large corporations are addressing climate in some fashion. They see it as a fact of life that they must deal with. More progressive companies are trying to find ways to turn this potentially

serious constraint into some sort of opportunity. And thereby shape their own destiny rather than having it determined for them. I hope this class gives you some of the information that will help you be in that group of ‘destiny-shapers’ as you progress through your career.

#### COURSE OBJECTIVES

- Introduce the predicted impacts of climate change as currently understood.
- Consider how carbon emissions are measured and assigned to countries.
- Consider policy responses (implemented and being discussed) to climate change.
- Learn about models that estimate costs of different climate mitigation policies.
- Consider the linkage between energy and climate and business.
- Introduce the basic structure of carbon markets.
- Look at the evidence about financial performance and climate exposure.
- Learn the basics of developing a carbon footprint for a company.
- Consider how carbon emissions are disclosed to investors.
- See how companies are responding to climate change.
- Consider investment opportunities and constraints in a low carbon economy
- Develop a carbon strategy for a company or industry.

Course Name: [Business and the Natural Environment](#)

Instructor: John Byrd and Graham Russell

This class considers the impact of economic activity on the natural environment and the regulatory, market, and corporate voluntary responses to reducing this impact. Topics include externalities, life cycle assessment, environmental accounting, corporate environmental reporting, ISP 14000 certification and sustainability.

Course Name: [Business Ethics and Corporate Social Responsibility](#)

Instructor: Ira Selkowitz

This course covers business ethics and corporate social responsibility in the global contexts of employment, marketing, product liability, the environment and other areas. Students compare ethical theories, including utilitarianism, Kantian, Rawlsian, stockholder, stakeholder and social contract and apply some or all of these theories to actual and hypothetical case studies. The doctrine of corporate social responsibility is defined and explored and diverging views of corporate social responsibility are discussed. Examples of how corporate social responsibility can increase a company's goodwill and net income are analyzed.

Course Name: [Business Intelligence Systems](#)

Instructor: Jahan Karimi

The course covers Business Performance Management (BPM) and the use of digital dashboards and balanced scorecards as evolution of EIS. Hands-on experience is provided through the use of leading-edge technologies including the Micro Strategy business intelligence tool. The impact of management support systems on social issues, supply chain, and the environment are discussed respectively in weeks 12 and 15 of the course.

This course also covers technical and managerial issues associated with the development and use of decision support systems, expert systems, executive information systems, and advanced intelligent systems. The DSS component covers decision-theory, model management, and business intelligence with an emphasis on how decision-making can be supported using data warehouses, OLAP, and data mining and visualization tools. The ES component focuses on knowledge acquisition, representation, reasoning, and using advanced intelligent systems over the web. In addition, collaboration, communication, enterprise decision support systems.

Course Name: [Business Planning for Social Entrepreneurs](#)

Instructor: Tiffany Espinosa

Strategic planning is a key process both in new and existing organizations. The plan is a road map for achieving your organizational goals and is a vehicle for thinking about, discussing, researching, and analyzing your strategies for

sustainability. It is a living document that helps you plan for the future, measure your achievements, manage your risk and stay focused.

Course Name: [Data Analysis for Managers](#)

Instructor: Marlene Smith

Ethical practices for using statistics are discussed in one class to make students aware of ethical practices.

Course description: This course provides an overview of techniques for data analysis, including multiple regression, sampling theory and applications of probabilistic inference from sample data. The emphasis is upon the applications of these techniques to management problems. Students are required to analyze data sets, present their analysis in written or oral form and defend their conclusions.

Course Name: [Dialogues on Globalization](#)

Instructor: Manuel Serapio

This graduate seminar addresses globalization from an interdisciplinary perspective: business/economic/finance, socio-cultural, political/institutional, and environmental. Topics to be addressed include the following:

- The Global Financial Crisis and Its Impact on International Business
- Framing the Globalization Debate
- Politics of Globalization
- Socio-cultural Aspects of Globalization
- The Rise of the Rest (BRICs, BRACs, Emerging Markets) and its impact on the United States
- Globalization and Sustainability
- The Future of Globalization

The course will be facilitated by Dr. Manuel Serapio and feature guest speaker presentations by graduate faculty from International Business, International Relations, Political Science, Economic Geography, as well as industry leaders, business practitioners, and governmental officials.

Course Name: [Doing Business in Emerging Markets: Windows on China](#)

Instructor: Chen Ji

This intensive field study in Beijing, Nanjing, Suzhou, and Shanghai, will provide students with a general introduction to Chinese history and an overview of modern China's business, political and cultural environment. The course will offer a combination of lectures by UCD faculty, field trips in Beijing, Shanghai, Nanjing, and Suzhou, and seminars with experts on various topics. Field trips will give students the opportunity (1) to be briefed by US and Chinese scholars and journalists on various political, economic, and business issues of China today, (2) to visit US-China joint venture operations as well as other foreign-invested companies, (3) to interview joint venture managers, and (4) to see important Chinese historical and cultural sites in Beijing, Nanjing, Suzhou, and Shanghai. The objectives of the course are to gain historical, political, and economic perspectives on modern China and to understand how to do business in China today.

In the course, students gain insights on diversity, culture, and ethnicity differences travelling and visiting businesses in China including sustainability issues that China faces today.

Course Name: [Entrepreneurial Financial Management](#)

Instructor: Elizabeth Cooperman

Course Description: The course provides a foundation for the financial management of a small business, including financial and legal aspects of setting up different forms of ownership, an overview of financial reporting and cash flow analysis, financial planning and budgeting techniques, working capital management, and long-term asset decisions, practices in obtaining funds, business valuation, franchising, lease versus buy decisions, financial aspects of international trade, and different methods of obtaining capital including trade credit, loans, private placements, angel capital, and venture capital. The course also presents sustainability considerations for small and medium sized businesses.

In the course sustainability venture business ideas are discussed and sustainability issues for small and medium-sized firms.

Course Name: [Independent Research in Sustainability](#)

Instructor: Ken Bettenhausen and Beth Cooperman

The course has been set up to allow you to pursue independent research in the area of Sustainability including but not limited to:

- (1) Case and material compilation for a research bank of cases on Managing for Sustainability (can be any area, marketing, finance, economics, management, information systems, operations, accounting or any other area (interviewing and research on sustainable activities in Sustainable-Oriented Business Topics for the BUSN Core courses) to be used in these classes as cases for the courses in the future.
- (2) Other individual research topics, such as Cap and Trade Valuation and Carbon Offset Calculation; Ecological Economics, focusing on preserving natural capital; Microfinance; Eco-municipality; Millennium Development Goals; Social/Cause-based marketing, among many other topics in the area of Sustainability that you would like to choose;
- (3) Other types of research in Sustainability in Business or another discipline.
- (4) Other sustainability related topics.

Course Name: [Information Systems Management and Strategy](#)

Instructor: Ron Ramirez

This course examines the strategic, technological, financial, and organizational issues involved with the effective management of informational technology. Topics include: (1) role and importance of IT in modern organization; (2) alternative methods to develop, acquire, and implement information systems; (3) nature of IT management, and (4) ethical and security issues associated with IT.

The course includes as part of a lecture, a presentation of ethical theories with the broad assumption throughout the course that we are ethical in our business decisions.

Course Name: [Innovation in the Social Sector](#)

Instructor: Tiffany Espinosa

This course will introduce you to the context, models, trends, opportunities and challenges in social entrepreneurship. It provides you with a framework and tools to develop an opportunity analysis for a social venture of your choice. You will engage you in a learning community to collaboratively develop a deeper understanding of this emerging field.

Course Name: [International 11-month MBA Course Abroad](#)

Instructor: Gary Colbert, J.C. Bosch

Each year part of the 11-month MBA Core program is an international course abroad (other trips includes trips to China and Eastern Europe). Students are exposed to diversity, and differences in culture and ethnicity and gain a global perspective.

Course Overview and Objectives: The principal objective of this course is to provide students with an introductory, experiential knowledge and perspectives useful for doing business abroad. For Spring 2010 we will specifically take up this up by investigating doing business in the European Union (EU). Success as an international manager requires a solid understanding of the local environment. In the context of doing business in the EU, the international entrepreneur/manager includes:

- (1) Explores and exploits new business opportunities in the "enlarged EU;"
- (2) Understands that the EU is comprised of 27 countries with large and important linguistic, geo-political, religious and historical differences;
- (3) In making strategic decisions anticipates and exploits contemporary local challenges;
- (4) Conducting oneself in a manner that is sensitive to local business and social practices;
- (5) Seeing where and why the US and EU may have differing interests, and thus views and positions.

Course Name: [International Business: Cross Cultural Management](#)

Instructor: Kang Rae Cho

Today's business and industries require more international interactions than ever before. Success in this arena of international interaction demands that business people have the necessary skills to manage additional parameters (customs, laws, business practices, socio-cultural institutions, etc.) when they enter the international sphere. The rules of the game may be different. The goal of the course is to identify such parameters and to analyze and predict

influences of different socio-cultural norms and values facing international business operations upon business decision making. Specifically, we will focus on the following issues: (1) the nature of impacts of socio-cultural norms and values on international business operations; (2) the methods of examining socio-cultural environments influencing international business operations; (3) the ways in which socio-cultural values and norms affect business and management practices; (4) the alternative strategies for international firms and managers in dealing with cross-cultural issues.

Course Name: [International Corporate Governance](#)

Instructor: John Byrd

This course discusses the structure and goals of the modern corporation, the primary governance mechanisms used to help companies achieve these goals, and how and why these roles, goals, and mechanisms vary across nations. The topics to be covered include how share ownership, particularly by institutional shareholders, managerial compensation, and board of director activities are being used to improve corporate governance systems. The class compares the Code of Best Governance Practices from several countries as well as recent innovations in individual company governance rating systems.

Course Name: [Introduction to International Business](#)

Instructor: John Ruhnka

This course provides an overview of the international business environment, the impact of environmental factors on international business operations, and the identification of current and complex managerial issues facing organizations engaged in international business.

A course objective is to learn a system of ethics analysis so that we can apply it to the many ethical issues that arise in international business (such as the impact of U.S. export of manufacturing jobs to low wage countries, or U.S. chemical production in countries with minimal environmental and safety standards), and arrive at supportable policy recommendations.

Students examine ethical issues associated with Political and Legal Environments, Globalization and Society, including corruption and bribery, environmental issues, IP, and labor conditions. Students learn and apply the Harvard System for International Ethics Analysis to a project where they describe an ethical dilemma involving international business and apply the Harvard ethical analysis system for a detailed analysis of the situation including all stakeholders involved.

Course Name: [Legal and Ethical Environment of Business](#)

Instructor: Ira Selkowitz, Diane Dalmy

Students cover several classes examining ethics and business decision-making and environmental law.

Short course description: Students develop a working knowledge of legal and ethical parameters for business decision making. The course addresses the legal system and mechanisms for resolving disputes.

Course Name: [Legal Aspects of International Business](#)

Instructor: John Ruhnka

This course provides an overview of the framework of international law and international organizations and treaties, as well as the commercial law and rules that govern international commerce, together with a discussion of key legal, ethical and political developments that will affect global business in the next decade: (1) the World Trade Organization; (2) the European Union trading block and the EURO currency; (3) the North American Free Trade Agreement (NAFTA); (4) the emergence of the BRIC countries (Brazil, Russia, India and China) as economic competitors to the U.S. and U.S. policies toward emerging market countries; and (5) recent crises which have disrupted the global economy - including the 1997-98 Asian debt crisis and the current U.S. and global economic decline and credit bubble collapse. I will invite a number of guest speakers during the semester to give us their perspectives on doing business overseas and important legal and ethical issues in global business.

Globalization and international commerce gives rise to many ethical issues. For example, is it ethical for U.S. Pharmaceutical firms to test drugs on poor people overseas who have no other access to health care or alternative treatment, when the subjects won't ever be able to afford the final drugs and the drugs may not even be distributed in poorer nations? What about U.S. companies "off-shoring" white collar IT and service jobs to India and manufacturing jobs to China? What about the 12 million illegal immigrants in the U.S. who depress wage rates for U.S. service jobs that can't be off-shored? We will discuss a number of these ethical issues involved in globalization, and you will learn the "Harvard System" for analyzing international ethical issues, and will use it to perform an analysis of an international ethical issue.

Students perform an ethics analysis based on a real situation that they have read about and apply the Harvard Ethical Analysis System including possible alternatives and an evaluation of alternate alternatives using four different Moral Models, considering the potential impacts on different stakeholders and practical considerations.

Course Name: [Management of Operations](#)

Instructor: Deborah Kellogg, Gary Kochenberger

An operations linear programming problem is assigned based on a utility company's decisions to minimize environmental damage and at the same time minimize costs to customers using different costs for different types of energy including wind power, coal, solar power, natural gas, and other traditional and alternative energy sources.

Course Description: This course is concerned with the production and delivery of goods and services. It provides an overview of a variety of key Operation Management issues including capacity, determination, facility location and layout, distribution and related topics. The use of model-assisted decision making is explained.

Course Name: [Management of Financial Institutions](#)

Instructor: Elizabeth Cooperman

Sustainability management issues are discussed for loan management and for the discussion of sustainable management issues for different types of financial institutions for two weeks lecture.

This course presents an analysis of the structure, markets, regulation, chartering of commercial banks and other financial institutions. Topics include problems and policies of the internal management of funds, loan practices, and procedures, investment behavior, deposit and capital adequacy, liquidity and solvency. Analytical methodology for these problems is developed.

Course Name: [Managerial Accounting Seminar](#)

Instructor: Roger Stace

This course will look at how managerial accounting influences an organization's strategy and performance. Using a mix of research articles and case studies we will review traditional managerial accounting topics and the less traditional topic of non financial performance measures. For example we will examine the theoretical and empirical impact of social and environmental performance measures on financial performance.

Course Name: [Managing for Sustainability](#)

Instructor: Blair Gifford

This course will consider how companies are using social responsibility as a competitive advantage. The so-called green revolution is calling for organizations to take on increasing responsibility for environmental conservation, employee well being, and community development. This course considers how organizations can work with various stakeholders (employees, customers, communities, society at large) to develop and promote mutually beneficial products and solutions to key social needs and concerns.

Course Name: [Managing Global Talent](#)

Instructor: Wayne Cascio

This course is designed for students of general management, rather than for specialists in HR management. However, since high-level operating managers tell us that they spend about half their time dealing with "people-related" business issues, it is clear that the job of the manager is to manage people along with financial and material resources. This course will introduce you to the major issues associated with managing people in the context of the global marketplace. There are two objectives for this course:

1. To understand the impact of cultural differences on the management of people in multinational organizations.
2. To compare and contrast critical HR issues in the contexts of domestic and international operations.

Course Name: [Managing Individuals and Teams](#)

Instructor: Wendy Guild, Ken Bettenhausen, Linda Brooker

Ethics in decision-making is included throughout the course as part of the decision-making within teams, along with awareness of cultural differences.

Course Description: Students learn the strengths and weaknesses of their management style and how to work effectively with individual differences. Students also learn how to form teams around purpose/task, diagnose problems and identify and implement solutions by utilizing leadership skills such as setting goals, processes and measures, interpersonal communication, motivation and conflict management. Students develop an understanding of the effect of the organizational and social context on the behavior of individuals and teams downstream players, and strategies that incorporate current and future trends. This course includes coverage of green supply chain management using a required text,

Green Supply Chains, S. Emmitt, V. Sood, 2010, John Wiley & Sons, ISBN:

9780470689417, and a homework/project assignment on Green Supply Chain Management.

Course Name: [Survey of Financial Derivatives](#)

Instructor: Marcelle Arak

This course will aid MBA students in understanding financial derivatives that may be used by a company's treasury department. Each type of instrument will be discussed in a way that uses simple mathematics and describes how it is used.

After the near collapse of our financial system in the Fall of 2008, many people are concerned that we need to make substantial changes in our financial system to avoid a repeat. For the security type assigned to you, please research its role in the recent financial crisis and proposed changes in the regulations of that security type to prevent a future occurrence.

Course Name: [The Rise of India in the Global Economy](#)

Instructor: Sarah Koovor-Misra

This course examines the historical, economic, political and social factors that have contributed to the rise and impact of India in the global economy. Students will also study successful Indian and multinational business organizations that operate in the Indian context. There is an experiential component to the course and students will be exposed to the Indian community's cultural activities in Denver. The course includes aspects of social, cultural values, and governance in India. Ethical and social issues are discussed throughout the course.

## Speakers/Events

2013 and 2014: Energy Moving Forward Forums

Type: Energy Moving Forward Community Energy & Sustainability Discussion Forum, Spring 2013 & Spring 2014

The Global Energy Management (GEM) Program and the University of Colorado Business School presented in collaboration with The Denver Business Journal its first energy forum, Energy Moving Forward 2010. Together in one place, key players from across all energy sectors addressed how we can collectively address the top energy challenges facing the western regions of the U.S. Panelists included Sustainability leaders as well as leaders in different energy sectors including debate over different sources of energy and their benefits and disadvantages from both an economic and sustainability perspective. The dialogue generated by the panelists and audience members was reported in a special Denver Business Journal. . More than 400 business and community participants attended the event.

CU Denver Business School Managing for Sustainability Program Presentation: "Achieving High Performance in Historic Buildings: Innovative Alternative Energy and Efficiency Upgrades at the Colorado Capitol Complex at the Colorado State Capitol Old Supreme Court Chamber, July 17, 2013. Presentation **Geothermal Event for the new Geothermal Upgrade at the Colorado Capitol in Denver on Innovative Alternative Energy and Efficiency Upgrades at the Colorado Capitol Complex involving the Governor, NREL, business leaders and students,**

CU Denver Business School Managing for Sustainability Program Student Net Impact Chapter Presentation on B-Corporations An Introduction, Spring 2013 with representatives from B-Corp and from different firms as Benefit Corporations with Andy Fyfe of B-Lab.

CU Denver Business School Managing for Sustainability Program Student Net Impact Chapter Joint Professional Net Impact Presentation Event, Spring 2014 on "The Importance of Assurance" in support of companies GRI, CDP, and other sustainability reports as a way of delivering third party endorsement to enhance credibility of these reports with stakeholders.

Global Health Management: Fund-raising event for the development of a Maternity Center at CAMEJO Hospital in Leogane, Haiti.

MBA Student Organization Panel Discussion with MBA Graduates, "What I Did with My MBA" Presentation examining career choices including non-profit health care management careers and how graduating students achieved their goals and advice for ethical and practical considerations for career choices.

Green Jobs for Women Event, University of Colorado Denver Student Placements Office, with women panelists and how different green job career paths for women, Spring 2014.

Jake Jobs Center for Entrepreneurship , Business School Speaker Series Event, Fall and Spring 2013 and 2014, with entrepreneurs from different fields and their stories and advice to aspiring entrepreneurs.

Jake Jobs Center for Entrepreneurship Business Plan Competition including sustainable business and non-profit business plan awards and competitors, Spring 2013 and Spring 2014.

CUDenver Boots to Suits Program, Mentoring and Events for Veterans, and CU Denver Business School Events.

School of Public Affairs, University of Colorado Denver Wirth Chair in Sustainable Development, Speaker Series Events, Fall/Spring 2014, serving as a community forum and global academic center for sustainability issues.

Cole High School Freshman, Sustainability Visit Event, Summer 2014, where students visit campus and panels on sustainability areas in Business, Engineering, Public Affairs, Science, and other STEM related areas.

## Joint Degrees:

***Joint MBA/Architecture School:*** [U. of Colorado at Denver Business School](#)

Concentration: Joint Degree Partner School: College of Architecture, University of Colorado Denver

***Joint MD/MBA, School:*** [U. of Colorado at Denver Business School](#) ***Joint Degree***

***Partner School:*** [University of Colorado Medical School](#)

## 2.2 Principle 3. Research:

[Building local legitimacy into corporate social responsibility: Gold mining firms in developing nations](#)

Author(s): Blair Gifford; Andrew Kestler; Sharmila Anand

A transnational model of global strategy suggests that multi-national enterprises generally rely on proven global capabilities to adapt existing business models. Alternatively, this paper argues that the transnational model needs to be amended to allow for a hybrid approach that balances local and global strategies formulate-national gold (MNGs) firms working in developing nations. This is illustrated by Newmont Mining's efforts to develop local legitimacy through contributions to community development around its gold mining operations in Peru. We then compare the Newmont case with corporate social responsibility(CSR) at other MNGs. We have found that there appears to be an industry-wide institutional environment developing which includes local CSR projects in an attempt to balance the effects of capitalism between global markets and developing nations.

Journal Title: Journal of World Business Volume: 45 Edition: 3 Page Numbers: 204-311

[Deferred Compensation in Public Defined Benefit Plans Evidence from Colorado PERA](#)

Author(s): Michael Manning ; Elizabeth Cooperman

With significant underfunding of public defined benefit pension plans, public debate often focuses on funding problems, neglecting benefit-side factors that contribute to underfunding. In this study we examine the benefit side by calculating the value of deferred compensation, using a unique dataset of salary histories for recent university retirees covered by the Colorado Public Employees Retirement Association plan. We find sizable levels of deferred compensation that is associated with retirement age and period, job class, service years, and to some extent gender, with administrator receiving the highest levels. We also find wage-earning profiles to underestimate salary growth for higher paid employees.

Journal Title: Journal of Pension Economics and Finance Volume: 8 Edition: 1 Page Numbers: 36-61

[Director Tenure and the Compensation of Bank CEOs](#)

Author(s): John Byrd; Elizabeth Cooperman

Working on behalf of shareholders, the directors of public corporations advise and oversee the executive team. Many studies have examined whether the independence of directors improves the effectiveness of this oversight. A characteristic, which has been largely overlooked is how board tenure or the length of time directors have served on the board, and hence long-term relationships with executives and other directors will reduce incentives to dissent or be critical of managerial proposals. Alternatively, an expertise hypothesis predicts superior monitoring of executives by directors with longer tenure. We test the alternative hypothesis by examining how board tenure affects the compensation of bank CEOs. Using a sample of 93 publicly-traded bank holding companies, we regress a measure of relative CEO compensation against board tenure, ownership structure, firm performance, peer pay, and other corporate governance variables. Overall our results suggest that both board and ownership variables have a significant effect on CEO compensation. With respect to tenure variables, we find a significant, negative relationship between average tenure for directors on a bank's compensation committee, consistent with an expertise hypothesis.

Journal Title: Managerial Finance Volume: 36 Edition: 2 Page Numbers: 86-102

[Environmental Risk and Shareholder Returns: Evidence from Announcements of the Toxic 100 Index](#)

Author(s): John Byrd; Kenneth Bettenhausen; Elizabeth Cooperman

This paper examines the stock price response to the announcement that a U.S. company has been named to the Toxic 100 list of the largest air polluters, where rankings are based on data from the Environmental Protection Agency's (EPA) Risk Screening Environmental Indicator (RSEI) project. We find a significant negative average abnormal return (AR) of -1.20% in 2006 and -1.60% in 2008 over the two-day announcement periods for the Toxic 100 announcements each year, representing an average drop in market value for the average firm in the index of -\$235,944,909 in 2006 and -\$237,595,885 in 2008. Firms in the top 10 ranking of the index had a significantly, larger negative abnormal return than in the bottom 10 ranking. Firms that were not on the 2006 index, but were added to the 2008 index experienced an average abnormal return of -3.5%. The results are interesting for two reasons. One, they show that investors impound environmental risk into their company valuations, implying that environmental disclosure and reporting is important. Two, the results suggest that although analysts had the RSEI data prior to the release of the Toxic 100 lists, they view the Toxic 100 as a significant event. This suggests limits to the semi-strong form of market efficiency, suggesting that the anticipated payoff from computing their own environmental risk assessment may not justify their time and effort required to do so.

Journal Title: International Review of Accounting, Banking, and Finance Volume: 2 Edition: 3 Page Numbers: 24-45

[Organizational citizenship behavior in performance evaluations: Distributive justice or injustice?](#)

Author(s): Stefanie K. Johnson

The purpose of this study was to examine employees' reactions to the use of organizational citizenship behavior (OCB) in performance evaluations. In addition, gender differences in such reactions were examined. Design/methodology/approach Data were obtained from a sample of working adults and sample of students. In the first study, participants compared the fairness of 11 different weighting combinations of OCB and core task behavior, using a within-subjects design. In the second study, low, medium, and high weightings of OCB were compared using a between-subjects design. Findings in both studies, participants reported that evaluating employees on OCB was fair. OCB weightings of 30-50% were perceived as the most fair. Men felt that OCB weightings of 20-30% were the most fair and women felt that OCB weightings of 25-50% were the most fair. Implications: Considering that employees are evaluated on their OCB, it is important to know that they felt that it is fair to do so. Choosing how heavily to weigh OCB may be more difficult, although weightings of 25-30% OCB were perceived to be fair to both the men and women in this research. This is the first study to examine employee reactions to the use of OCB in performance evaluations and add to a growing body of evidence suggesting that there are gender differences in the perceptions of OCB.

Journal Title: Journal of Business & Psychology Volume: 24 Edition: 4 Page Numbers: 409-418

[Stakeholder Value Disclosures: Anchoring on Primacy and the Importance of Financial and Nonfinancial Performance Measures](#)

Author(s): Bruce Neumann; Michael Roberts

In the growing debate about stakeholder values, there has been little discussion about information overload or whether the requested disclosures can be effectively used. Stakeholder advocates call for complicated and massive environmental and related social disclosures while not considering how information overload might affect the discourse about corporate performance. Stakeholders, including shareholders, plead for more transparency. We believe that managers and stakeholders involved in performance evaluations have multiple interests that extend beyond traditional shareholder value measures. We note that the Balanced Scorecard (BSC) was developed as one tool to reflect and communicate these multiple measures. We test how managers use (or ignore) multiple measure, and we posit that stakeholders will face many of the same constraints when using and processing multiple disclosures including Corporate Social Reports (CSR), environmental, or similar disclosures. We examine eight stakeholder disclosures, shareholder financial measures and four stakeholder value, nonfinancial measures. In this study we find that the relative weights managers place on financial and nonfinancial performance measures are influenced by both (1) presentation order and (2) the relative importance of the specific performance measures employed. Other stakeholder disclosures are likely to be similarly anchored, perhaps biased, by primacy and a priori importance rankings.

Journal Title: Review of Managerial Science Volume: 10 Edition: 1 Page Numbers:

**John Byrd and Elizabeth Cooperman (2014). "Let's Talk: An Analysis of the Vote vs. Negotiated Withdrawal Decision for Social Activist Environmental Health Shareholder Resolutions"**

Social and environmental shareholder activists engage in a form of corporate social governance by submitting proxy resolutions for a specific change in corporate behavior deemed to be harmful to society. Using a unique dataset for environmental health shareholder resolutions filed by shareholder activists at 70 different companies during 2006 to 2011, we examine the success rate of resolutions, and characteristics

affecting the “vote vs. negotiated withdrawal” decision. Supporting a self-interest hypothesis, resolutions targeting specific consumer/retail companies, with regard to chemicals in products or product safety issues, are more likely to be negotiated and withdrawn, while firms with entrenchment-related governance characteristics are more likely to be voted on. Examining wealth effects, consumer/retail companies with a resolution vote experience a -0.38% stock price reaction surrounding the annual meeting date, resulting in a significant economic average dollar loss of -\$453.5 million.

**Journal Title: The Journal of Sustainable Finance and Investment, 2014, forthcoming.**  
**John Byrd , Elizabeth Cooperman and Kenneth Bettenhausen (2013). “Context-Based Sustainability and Corporate CO2 Reduction Targets: Are Companies Moving Fast Enough?”**

Corporate sustainability activities are often ad hoc; that is, the extent to which a company moves toward being more sustainable is based on organizational feasibility or economic acceptance rather than true sustainability criteria. This paper examines corporate climate and carbon policy through the lens of context-based sustainability (CBS). CBS argues that true sustainable efforts must consider the ecological capacity of the environment and the fair allocation of this capacity. Only by doing so will the result be an outcome of a livable and sustainable world. The paper combines aspects of physical science (atmospheric CO2 carrying capacity) and philosophy (inter-generational equity and resource allocation) with corporate policy. When applied to climate change this implies examining corporate efforts relative to climate stabilization paths and further examining what a fair allocation of future emissions would be. We look at the documented carbon reductions for a sample of large US corporations including EPA Climate Leadership Award Winners in 2012 and a larger sample of companies from the same industries and compare their carbon reductions to several allocations of the global carbon budget required to limit climate change to just 1°C or 2°C. We find that the emissions path of these US corporations only satisfies the most generous, business-as-usual allocation of carbon emissions.

**Journal Title: International Review of Accounting, Banking and Finance (Fall/Winter 2013), Vol. 5 (3/4), 87-104.**

**Cooperman, Elizabeth (2013) “The Greening of Finance: A Brief Overview.**

This paper provides a brief overview of some of the sustainability developments that companies and non-profit groups have undertaken in the finance area including sustainability in banking, venture capital and investment companies, and integration of sustainability as part of corporate social responsibility by large and small companies. Although in practice by many corporations have taken on a more social and environmental focus in terms of sustainable finance and accounting efforts, the field of finance generally neglects sustainability considerations. Given the dramatic changes and the importance of climate change for corporations, financial theory and pedagogy needs to include sustainability considerations.

**Journal Title: International Review of Accounting, Banking and Finance (Spring 2013), Vol. 5 (1), 42-59.**

**Cooperman, E.S. with John Byrd. Do Shareholder Proposals Affect Corporate Climate Change Reporting and Policies? International Review of Accounting, Banking and Finance (Summer 2012), Vol. 4 (2), 99-126.**

This study examines the effect of shareholder proxy proposals on climate change issues, using a sample of climate change resolutions submitted to U.S. corporations during 2007 to 2009. We test the hypothesis that shareholder climate-change proposals are effective in getting firms to engage in future actions. We examine differences in future actions based on company responses including: (1) SEC exclusion; (2) negotiation and withdrawal; and (3) proxy proposals voted on, and the percentage of vote received on proposal measures. We find evidence of future actions taken for climate change in responses to resolutions, although actions can be relatively minor compared to proposal requests. Futures actions occur more often for proposals with negotiated withdrawals. For proposals taken to vote, action occurs more often with a shareholder vote of 20 percent or higher. Extractive industry firms are also shown to be more reluctant to engage in climate change actions versus firms in non-extractive industries.

### 2.3 Principle 4. New Learning Frameworks

(1) The graduate Managing for Sustainability specialization allows students to take internships in lieu of one course. A number of students have taken advantages of these working for non-profits on sustainability projects, consulting firms in sustainability, and sustainability projects at other firms.

(2) A research course that was created has continued for the three years for independent summer research by students, Research in Managing for Sustainability: Entp. 6800, in which students develop cases for use in the Core Courses for the MBA program with the goal of incorporating sustainability throughout all the core cases. Cases developed included cases including sustainability in decisions made from an operational management perspective and finance capital budgeting decision perspective, among other cases that in turn are passed on to faculty to use in Core MBA on sustainability topics.

(3) A new field study course has been developed that will be offered in the Fall allowing students to work on special sustainability projects with Denver companies, giving students a chance to apply their skills that they have learned in the sustainability program.

(4) A new Catalyst Program was including in the Managing for Sustainability course (allowed students to work with companies on measuring and reducing their carbon footprints).

### 2.4 Principles 5 and 6 Partnerships

[The UCD Business School's Managing for Sustainability Program](#) Advisory Board has developed a Managing for Sustainability Advisory Council to allow students to network with firms that engage in sustainable practices and to bring in class speakers and business internships and jobs in the Managing for Sustainability and Sustainability consulting area. Companies represented include Xcel Energy which has worked on increasing the use of alternative forms of energy, Chevron which has also engaged in alternative forms of energy, Ball Aerospace & Technologies, Corp. also for many years engaged in sustainability, Deloitte & Touche, a leader in the sustainable accounting area, White Wave Foods, Halcrow's Water & Power Business Group, Five Winds International, Vail Resorts, Eco-Officiency, as Sustainable Consulting firm, Pro Logis, the National Renewable Energy Laboratory, Trupoint Advisors, engaged in Sustainable Consulting activities, First Data, and the City of Denver's Environmental Quality Department. We are also working with the Business School's Graduate Career Connections Office for networking/internships and any jobs in the Sustainability areas.

#### [IGERT: Sustainable Urban Infrastructure & Campus Sustainability Hub](#)

Business School Housing? No

Number of Faculty: 40

Contact Name: Jim Hageman

Contact Email: [Jim.Hageman@ucdenver.edu](mailto:Jim.Hageman@ucdenver.edu)

UC Denver received a prestigious \$3.2M Integrative Graduate Education and Research Traineeship (IGERT) grant from the National Science Foundation to develop an innovative inter-disciplinary graduate program on sustainable urban infrastructure. The award supports 26 doctoral students during the five-year grant period from 2007-2012. The graduate program, the first of its kind in the country for its breadth across disciplines, spans the Colleges of

Engineering, Architecture and Planning, Public Affairs, and Liberal Arts and Sciences and including the Business School with a networking Sustainability Hub for campus teaching and research in Sustainability.

The Center for Sustainable Infrastructure Systems is a center which supports cross-college UC Denver programs and activities pertaining to infrastructure development for sustainability. For additional information please visit the Center's site at: <http://www.ucdenver.edu/academics/colleges/Engineering/research/CenterSu...>

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#### [UCD Net Impact Chapter](#)

The Business School's UCD Net Impact Chapter provides events for MBA and other business students and the Denver Community on Managing for Sustainability and environmental issues. The UCD Net Impact Chapter is part of a global Net Impact network of over 15,000 professional and student members from over 250 chapters focused on changing the world in a positive way through the power of business. The Chapter has a large

group of students with over 100 students at a recent "Cradle to Cradle" panel event (events listed for 2009-2010 under extracurricular activities) and at:

<http://ucdnetimpact.wordpress.com/>

#### [UCD Business School's Net Impact Student Chapter](#)

The UCD Business School's Net Impact Student Chapter

is part of a global Net Impact network of over 15,000 professional and student members from over 250 chapters focused on changing the world in a positive way through the power of business. The Chapter has had many events with local business speakers, often holding events at different businesses that have engaged in sustainable/pro-environmental practices, and has developed partnerships with these businesses. For a summary of events and partners, see:

<http://ucdnetimpact.wordpress.com/>

#### **4. Key objectives for the next 18-month period with regard to the implementation of the Principles**

**(1) Incorporate Sustainability, Environmental and Social Ethical Concerns in the CORE MBA curriculum into additional graduate core courses in addition to the Strategy Capstone course that we achieved and develop interdisciplinary collaborations with other colleges involved in sustainability.**

**(2) Promote non-degree certificate for the community in managing for sustainability.**

**(4) Work on a regular speaker series in business sustainability.**

**(5) Expand Community Advisory Board to include other Business Partners.**

**(6) Work with the UCD Net Impact Chapter to expand engagement across the student body and events.**

**(7) Expand faculty research in the Sustainability, Social Ethical Research Areas.**

**We hope to enhance our programs and expand our partnerships with the**

**community helping to develop leaders in sustainability and to engage a larger proportion of Business students and interact with other sustainability partners on campus and the business/non-profit community.**

**4.Desired Support:** Tools, such as curriculum best examples from PRME would be very helpful in achieving the key objectives.

## **5. Sustainability on Campus**

The Business School and the University of Colorado Denver area part of a three university Auraria Campus that is ranked first in the state and 7th in the country as a higher education purchaser of renewable energy according to Environmental Protection Agency Green Power Partnership ratings. In 2010 our campus had the 10th largest commitment to clean power by a Higher Education Institution in the U.S. A student-backed sustainability initiative led to the Auraria Higher Education Center purchasing 100% Wind Offset. Renewable Choice Energy as of September 2009 has provided the Auraria Campus with approximately 40 million kilowatt hours per year of nationally sourced wind energy renewable energy credits. Since Fall 2004 student paid an additional \$1 to \$4 fee per semester to fund these sustainability programs, with 45% wind powered until July 2006 when this was increased to 100%. Over 90% of our students voted in April 2007 to renew and expand the sustainable campus program that funds:

1. the purchase of renewable energy,
2. a robust single-stream recycling program launched in January 2009 to the present that has reduced campus landfill waste by 25%,
3. water efficiency projects including one approved that will save over \$1 million gallons of water per year, and
4. building energy efficiency projects as well as having sustainability educational programs on campus.

Student funds were leveraged with the campus Facilities Management funds to become a national example of how campus sustainable development can become a reality. Denver Mayor (now governor) John Hickenloper noted that the Auraria campus including the University of Colorado Denver by pursuing renewable energy opportunities helped Denver to save energy, improve air quality, and protect the environment. The Chancellor of the University of Colorado Denver was also among the first 154 higher education leaders to promote sustainability and to commit to "climate neutrality under the American and College and University Presidents Climate Commitment.

In December 2010 to the present, Compost Auraria received final approval to begin composting as well with details worked out with Waste Farmers, which will begin in January 2011, with a push from students in the Sustainable Campus Program. Compost

Auraria (a tri-institutional student coalition including the University of Colorado Denver, Metropolitan State, and Community College of Denver operating together on the Auraria campus) secured a \$20,000 grant for its pilot program created to help the campus community understand different choices in the age of environmental sustainability. The group was formed with the intention of institutionalizing organic waste diversion, in partnership with the Sustainable Campus Program (SCP) and the pilot program will be to educate and divert organic wastes (or resources) from the landfill. Waste Farmers will have a regularly scheduled pick of napkins, paper towels, food scraps, and other organic materials that students and faculty at Auraria drop into strategically placed green bins throughout the Tivoli Student Union, and will provide a monthly summary of the quantities diverted and the greenhouse emissions avoided ([compostauraria@gmail.com](mailto:compostauraria@gmail.com).) The Campus also put on a student-run Sustainability Fair on November 10, 2010 in association with the Colorado Public Interest Research Group (CoPIRG) and other student groups to create awareness, educate, and motivate students and visitors of the Auraria campus to sustainability issues locally to globally with local groups and organizations in Denver participating with informational booths, petitions, demonstrations, and materials to expand awareness and promote sustainability.

The University of Colorado Denver and the Business School are also part of the Auraria Campus Climate Action Plan established in 2010 to the present for future sustainability efforts and has worked closely with GreenPrint Denver and the State of Colorado as part of their Sustainability team. The Auraria Campus has a special website for its sustainability efforts at: [www.sustainableauraria.org](http://www.sustainableauraria.org). The website includes discussion of campus projects, recycling report, events, and other information.

The Colorado Public Interest Research Group (CoPIRG) has an active presence on the campus. Students voted on campus to pay a \$2/semester per student fee to support CoPIRG, a statewide, student directed, public interest advocacy organization and set up a campus organizer and student chapter, affirming their desire to support CoPIRG. CoPIRG has an active student campus chapter. CoPIRG registered hundreds of students to vote, and reminded hundreds more to get out and vote come election day. CoPIRG also worked to start up the University of Colorado Denver (UCD) food bank, which as a continuing activity in following semesters. CoPIRG students also collected over 300 articles of clothing for a local homeless shelter, and sponsored the annual Sustainability fair, among other activities. CoPIRG is working on campaigns to make the food served schools safer, addressing hunger and homelessness, promoting clean energy and more and better public transportation, and working to make college more affordable. CoPIRG is also reviving its campaign to educate students on a number of consumer issues –from what to look for when renting an apartment, to how to control a student's identity and privacy online.

The University just moved a new Business School Building that will be Gold LEEDS certified and that includes in its design a Managing for Sustainability Suite, donated by Pro Logis that will include exhibits on sustainability and corporate social responsibility to educate all students and visitors entering the building. The new building will also include a "Green Roof" to promote sustainability in the Business School.

The UCD's Business School's Net Impact Chapter sponsored events to promote sustainability in the business school and the campus and works with Denver's Professional Net Impact Chapter on joint events to promote sustainability in Colorado. Students across the campus are invited to events including panels of sustainability experts, CEOs of sustainable businesses, and events held at different sustainable businesses that become business partners with the UCD Net Impact Chapter, and works with the professional Denver Net Impact Chapter on joint events.

The Experiential Learning Center and the Office of Student Life at the University of Colorado Denver also provide a variety of service projects during school breaks and throughout the semester including an Alternative Winter Break Trips.

The Architecture and Engineering and School of Public Health and Business School have also been engaged in interdisciplinary sustainability research and teaching proposals.

The College of Liberal Arts and Sciences offers a sustainability minor that is interdisciplinary, allowing students from different colleges to take sustainability courses across disciplines including the development of undergraduate sustainable business courses, website at:

<http://www.ucdenver.edu/academics/colleges/CLAS/signatureareas/sustainability/Pages/Sustainability.aspx>

The Auraria Campus Sustainability group developed an information display at the Tivoli student union that allows students/visitors to see the different sustainable buildings on campus and click on different areas to see the electricity use and sustainable features of each building.

The University of Colorado Denver an Anschutz Medical Campus also has a Sustainability hub with links to the different programs offered and Sustainability Tracking, Assessment & Rating System (STARS) at:

<http://www.ucdenver.edu/about/Initiatives/Sustainability/Pages/UCDSustainabilityInitiative.aspx>

The Chancellor's Task Force on Sustainability has also created a vision for a culture of sustainability across campus including working for conservation and more efficient methods of resource use across campus including water, energy, transportation fuels, and raw materials used for construction and daily operations, website at:

<http://www.ucdenver.edu/about/departments/FacilitiesManagement/Sustainability/Pages/TaskForce.aspx>