



University of Colorado
Denver

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UN PRME: Principles for Responsible Management Education

Dear UN PRME,

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

Sincerely,

A handwritten signature in blue ink that reads "Gary Kochenberger".

Gary Kochenberger
Interim Dean
Business School, University of Colorado Denver

Business School University of Colorado Denver Sharing Information on Progress (SIP) for 2016 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*

I. Letter of Renewed Commitment

(presented above).

II. Overview the Auraria Campus and University of Colorado Denver, and their Sustainability Activities

The University of Colorado Denver is part of the Auraria Campus in Downtown Denver, which includes three universities, the University of Colorado Denver, Metropolitan State University of Denver, and the Community College of Denver. The three campuses have combined about 50,000 faculty, students and staff.

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 the institution 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

(<https://www.ahec.edu/about-auraria-campus/campus-sustainability/>). On the American College & University Presidents' Climate Commitment (ACUPCC) website, reports for the three schools are posted including: annual greenhouse gas inventories, progress reports, and climate action plans.

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 (frisco.ahec.edu)

(<http://www.presidentsclimatecommitment.org/>).

Students at the University of Colorado Auraria campus and 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, and there is are Denver B-cycle stations (Denver's bike sharing system) on campus. The Auraria campus is also engaged in a composting program, the purchase of 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 starting up a University of Colorado Denver (UCD) food bank, and collecting clothing for a local homeless and sponsoring an annual sustainability fair among other activities.

University of Colorado Denver

The University of Colorado Denver has two campuses, the Downtown Auraria campus and the Anschutz Medical campus. The two campuses have over 18,400 students, with 57% undergraduate, 43% graduate/professional students. About 76% of students are full-time and 16% out of state students, and 6% international students. More than 140 degree programs are offered for 13 schools and colleges. 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 has over 4,000 students including 513 undergraduate and 3,581 graduate and professional students, with 24 percent students of color. 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. Many students are professional students working full time and older students coming back to earn degrees for specific professional career goals.

University of Colorado Denver Sustainability Activities

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, and the campus has an optional pledge for graduates to sign indicating that they will engage in sustainability in their future lives after graduation.

The University of Colorado Denver also has an undergraduate sustainability minor that is interdisciplinary allowing students to take electives across different liberal arts, engineering, public health, and economics areas, and as a hub for the campus also has links to master level and PhD program in anthropology, society and the environment for the interdisciplinary Masters of Social Science and the Masters of Environmental Sciences program, Engineering, UCD Center for Sustainable Infrastructure Systems (CSIS), and the Business School's Managing for Sustainability MBA specialization program, and the college of Architecture and Planning's sustainability courses.

Sustainability courses are offered across the campus in the College of Liberal Arts, Business School, Engineering, and Architecture programs. The College of Architecture and Planning has a research center, the Colorado Center for Sustainable Urbanism (CCSU) dedicated to making cities and towns sustainable. The School of Public Affairs has a Wirth Chair Sustainable Development Series on different sustainability topics and an award lunch for environmental and sustainability leaders.

Sustainability is a signature area for the Business School, and Sustainability is also a signature area for the University of Colorado Denver.

III. Overview University of Colorado Denver Business School

The University of Colorado Denver Business School has over 2,000 undergraduate students and graduate students, including a large Professional MBA program for working students, a full-time 11-month program, and an Executive MBA program (joint with the three UC campuses). The University of Colorado Denver Business School also has online classes and classes for its MBA program at its new South Parker Campus. The University of Colorado Denver Business School has a Managing for Sustainability specialization for both MBA students and other graduate students that began in 2007, with elective offerings available to all graduate students.

University of Colorado Denver Business School's Student Engagement in Sustainability Approach

The Business School at the University of Colorado 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: These include:

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

3. A Specialization in Managing for Sustainability enabling MBA students and other graduate students to explore the role of business in fostering the long-term health and viability of communities, the environment, and the organization. MBA 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 11 sustainability electives 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;

ACCT 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 6823 Sustainable Business Opportunity;
MGMT 6824 Field Study in Sustainability;
(also Independent Study or Internship in Sustainability option)

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.

MS in Marketing and MS in Management Programs

The MS in Marketing Program and the MS in Management Program also have specializations for their students with the opportunity to take two core and two elective courses for the specialization.

Managing for Sustainability Program Advisory Board

The Managing for Sustainability Program (M4S) has a Business Community Advisory Council that includes 40 board members from major corporations from a variety of different industries operating in Denver, along with board members from prominent non-profit businesses, and government organizations that include sustainability in their mission.

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>

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

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

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.

(3) New Courses Incorporated in the Managing for Sustainability Program

New Field Study Course Created for graduate students. In response to feedback, a new course was created that provides field study experience for students with external advisory board member companies and other companies to give students practical experience.

New “The Sustainable Business Opportunity Course in 2015 that allows undergraduate and graduate students in the MBA and MS Management and MS Marketing Sustainability specializations to have the opportunity to network with and listen to real-world examples from the region’s leading sustainability professionals and attend two on-site visits with local businesses, and students completing the course eligible to take a follow up field study course to engage in assisting with a sustainability project at a major firm in Denver.

Undergraduate students are also permitted to take this course as a sustainability that can be used for a minor in sustainability.

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

In response **Course Content Revisions:** 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. One of these course The Managing for Sustainability Program’s MKTG 6830: Marketing & Global Sustainability taught by Dr. Susan Keaveney received an honorable mention award for Dr. Alfred N and Lynn Manos Page Prize for Sustainability Issues in Business Curriculum for 2016, a competition sponsored by the Darla Moore School of Business at the University of South Carolina in the U.S. to both encourage and support efforts to introduce or upgrade sustainability courses and/or associated coursework into the curriculum of business schools, both nationally and internationally, with syllabi of page prize winners provided to the public on the Page Prize website at:

<http://moore.sc.edu/about/sustainableenterprisedevelopment/pageprize.aspx>

(5) 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 for Fall and Spring 2016. 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.

(6) Creation and Planning in Process of a new Green Business MOOC Course for 2016 to 2017 with Coursera:

Faculty member, John Byrd developed a course proposal for a new Green Business MOOC course that was accepted by Coursera with the course to begin in 2017. The course will allow 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.

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. Publications related to sustainability and social issues over the past 24 months include the following articles and forthcoming books:

Published Refereed Articles in Academic & Practitioner Journals

“Organization Oscillation Between Learning and Forgetting: The Dual Role of Serious Errors” *Organization Science*, Vol. 26 (6) 2015, 1662-1701, by David Chandler, Pamela R. Haunschild, and Francisco Polidoro, Jr.

“Learning from Learning Theory: A Model of Organizational Adoption Strategies at the Microfoundations of Institutional Theory” *Journal of Management*, Vol. 41(5), 2015, 1446-1476, by David Chandler and Hokyu Hwang.

“Why Institutions Matter: Stakeholder Attention to Organizational Ethics Commitments,” in Matthew Kraatz (editor): “Institutions and Ideals: Philip Selznick’s Lasting Legacy for Organizational Scholarship,” *Research in the Sociology of Organizations*, Emerald Group Publishing, Ltd., Vol. 44, 2015, 199-233, by David Chandler.

“Organizational Susceptibility to Institutional Complexity: Critical Events Driving the Adoption and Implementation of the Ethics & Compliance Officer Position.” *Organization Science*, Vol. 25 (6), 1722-1743, by David Chandler

“Morals, Markets, and Value-based Businesses.” *Academy of Management Review*, Vol. 39 (3), 396-406, by David Chandler

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

“The Behavioral Theory of the (Governed) Firm: Corporate Board Influence on Organizations’ Responses to Performance Shortfalls,” *Academy of Management Journal*, forthcoming 2016, by Vinit Desai

"Learning through the Distribution of Failures within an Organization: Evidence from Heart Bypass Surgery Performance." *Academy of Management Journal* 58, 2015, 1032-1050, by Vinit Desai

"Does Disclosure Matter? Integrating Organizational Learning and Impression Management Theories to Examine the Impact of Public Disclosure Following Failures." *Strategic Organization* 12, 2014, 85-108, by Vinit Desai

"The Impact of Media Information on Issue Salience Following Other Organizations' Failures." *Journal of Management* 40, 2014, 893-918 by Vinit Desai

"Benefit Enhancement in Public Employee Defined Benefit Pension Plans: Evidence from Three Sources." *International Review of Accounting, Banking and Finance*, Vol. 7 (3), Fall/Winter 2015, forthcoming by Michael Mannino and Elizabeth S. Cooperman.

"Organizational Commitment to Climate Change and GHG Reductions." *International Review of Accounting Banking and Finance*, Vol. 7 (2), Summer, 2015 114-145, by John Byrd, Ken Bettenhausen and Elizabeth S. Cooperman.

"Carbon Bubble & Divestment Trouble: Investor Reactions: An Analysis," May 2015, *Journal of Environmental Investing* 6 (1) 75-86 by John Byrd and Elizabeth S. Cooperman

"Determinants of Corporate Carbon Reduction Targets," *Interdisciplinary Environmental Review*, 2014, Volume 10 (4), 271-289 by John Byrd, Elizabeth S. Cooperman and Ken Bettenhausen,

"Let's Talk: An Analysis of the Vote vs. Negotiated Withdrawal Decision for Social Activist Environmental Health Shareholder Resolutions." *The Journal of Sustainable Finance and Investment*, June 2014 Vol. 4(3), 230-248 by John Byrd and Elizabeth S. Cooperman.

"The Impact of Medical Tourism on Poorer Populations in Thailand." *Journal of International Health Management*," by Blair Gifford and T. Dejthai.

Strategic Corporate Social Responsibility: Sustainable Value Creation, 4th edition, forthcoming in 2017, Sage Publication, Inc. by David Chandler.

Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation, Sage Publications, Inc. 2014 (3rd edition) and Chinese edition (September 2014) by David Chandler and William B. Werther.

Corporate Social Responsibility: A Strategic Perspective, part of the United Nations Principles for Responsible Management Education (PRME) Book Collection, Business Expert Press, by David Chandler.

Managing Financial Institutions: A sustainability approach, Text, forthcoming in 2017, Routledge: Taylor & Francis Group by Elizabeth Singleton Cooperman.

Refereed Presentations over the past 24 months include:

“Authenticity in CO2 Reductions: the Impact of Women Directors” (John Byrd, Ken Bettenhausen and Elizabeth S. Cooperman), short Presentation at the 8th Annual Alliance for Research on Corporate Sustainability (ARCS) Research Conference, Hosted by the Center for Education on Social Responsibility, University of Colorado Boulder, Colorado, May 18-20, 2016.

“Shareholder Activism for Stranded Asset Risk: An Analysis of Investor Reactions for Fossil Fuel Companies,” (John Byrd and Elizabeth S. Cooperman), Research Roundtable Presentation at the 8th Annual Alliance for Research on Corporate Sustainability (ARCS) Research Conference, Hosted by the Center for Education on Social Responsibility, University of Colorado Boulder, Colorado, May 18-20, 2016.

“Ecological Limits, Technology and Coal,” (John Byrd and Elizabeth S. Cooperman), Presentation for the 3rd Geneva Summit for Sustainability Finance (Organizers: Universite de Geneve, Geneva Finance Research Institute, Swiss Finance Institute, UNEP Finance Initiative, Foundation LATSIS Internationale, sustainable Finance Geneva), Geneva, Switzerland, March 22, 2016.

“Ecological Limits, Technology and Coal,” (John Byrd and Elizabeth S. Cooperman), Presentation at the 1st Global Conference on Stranded Assets and the Environment, September 24-15, 2015, Queen’s College, Smith School of Enterprise and the Environment (SEE), University of Oxford

“Fessing Up: How Companies Reveal Negative in Sustainability Reports,” (John Byrd and Elizabeth S. Cooperman), Presentation at 3rd CSEAR (Center for Social & Environmental Accounting Research), ESSEC Business School France, June 11-12, 2015.

“Determinants of Corporate Carbon Reduction Targets,” (John Byrd, Elizabeth S. Cooperman, and Ken Bettenhausen, Presentation at the 20th Interdisciplinary Conference on the Environment, Denver, June 2014.

“Embedding Sustainability through Corporate Commitment: An Examination of Organizational Commitment to Climate Change and GHG Reductions,” (John Byrd, Elizabeth S. Cooperman and Ken Bettenhausen) Presentation at Second Annual Sustainable Business Conference, University of Edinburgh Business School, Edinburgh, UK, May 2014.

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) 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 their understanding of sustainability, including a green house gas exercise for students, Summer 2014.
- (2) 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 for students, increasing the size of the M4S Board to 40

members including government agencies focusing on sustainability

- (3) Brought in high level sustainability speakers and engaged with the Business Community and students for the two new courses: The Sustainable Business Opportunity, which also included trips to companies in the sustainability area, and also engaged with businesses for students to help solve sustainability related problems under the new Field Study in Sustainability course
- (4) The Managing for Sustainability Program and UCD Student Net Impact Student Chapter engaged in several joint events with other universities in Denver and sustainability organizations including the Colorado Chapter of the ISSP and ICAST, and clean tech businesses in Colorado including:
 - **A Financing Cleantech Panel Event in April 2016**, co-sponsored by the Managing for Sustainability and Global Energy Management programs including experts in the Cleantech industry on the process to fund a Cleantech firm including discussion of Alternative financing methods including bank project financing, venture capital financing, and crowd funding with Rick Tallman, Founder & Partner of Renova Capital, Karl Dakin, Co-Founder & Director for Colorado Capital Congress, and Wes Bolsen, Global Business Development & External Affairs for Cool Planet. The event was also open to the public.
 - **A Professional Net Impact, Business School, and Colorado Chapter International Society of Sustainability Professionals (ISSP Joint Event on "Assurance and Credibility in Sustainability in April 2014**, with a presentation by Todd Cort, Director of Sustainability at TUV Rheinland of North America, discussing the importance of building credibility and tools used in the sustainability field for assurance, auditing, and ensuring stakeholder voices.
 - **A Professional Net Impact, CU Denver Net Impact Chapter, and Colorado Chapter ISSP event on Solving Sustainability Issues and Dilemmas in September 2014** focusing on brainstorming sustainability solutions to real-life problems, with several local sustainability professionals

presenting real-life challenges or dilemmas they have faced or are still facing at work with participants using a "Consultancy Protocol" methodology engaged in small groups to develop insights, advice, recommendations and possible solutions to these sustainability challenges.

- **Colorado Sustainability Wisdom Panel: Executive Night Speaker Series, Joint Event with iCAST and Regis University and the Professional Net Impact and UC Denver Net Impact Chapter and Managing for Sustainability Program:** Panel about Sustainability in Colorado from three of the area's sustainability leaders including Bart Alexander, former VP of Corporate Responsibility, Molson Coors; Jack Rizzo, Managing Director, Global Construction & Development Services, Prologis, and Catherine Greener, VP of Sustainability, Xanterra Parks & Resorts, February 2014.
- **How Do We Make Our Sustainability Message More Compelling?** Executive Night Speaker Series, UC Denver Net Impact Event Co-sponsored with ICAST, University of Denver, Regis University, and the CU Business School with a panel and networking event with Jennifer Leitsch, Director of Corporate Responsibility, CBRE, a global leader in real estate services and investment, Jerry Tinianow, Chief Sustainability Officer, City of Denver, and Anna Zawisza, Executive Director, The Alliance for Sustainable Colorado, July 2015.

(5) **Dialogue with the CU Denver Business School's J.P. Morgan Commodities Center** to allow Commodities students and professionals to take sustainability courses from the M4S program as electives for their commodities program, with growing need for an understanding of sustainability in the commodities areas and interaction between the two programs.

(6) **Held Managing for Sustainability Breakfast & Networking Board Meetings (three times a year) in 2014, 2015, and 2016,** with networking and engagement with faculty, students, and board members, along with guest presenters from the business community. Faculty also engaged in Sustainability community meetings, including a community engagement meeting for sustainability goals and actions for the city of Denver and ISSP meetings.

IV. Assessment of Progress Made in Past Reporting Period

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

- (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.**

Assessment: The M4S program achieved the goal of incorporating sustainability and social value in the capstone course and the Managing Individuals and Teams' course, and in many MBA electives, but needs to get more "buy in" across the Business School faculty to ensure more consistency across different sections and across a larger number of MBA electives including greater buy-in by faculty in other disciplines in the Business School and with other centers. The program has made progress in working with the Global Energy Management Program on a joint event and with the Jake Jobs Entrepreneurship Center in promoting attendance to M4S events, and the Commodity Center. The program has had collaboration with other colleges for the undergraduate sustainability minor, and joint events for Cole High School visits on campus, but needs to be more proactive in the future in doing so.

Challenges: Many of the faculty in the Managing for Sustainability Program are of retirement age, and the Business School has had a large number of retirements of senior faculty. Hence, there is a great need to recruit and mentor younger faculty and enhance their interest in the program and including sustainability in their courses.

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

Assessment: The non-degree certificate was introduced successfully, but the offerings need to be better publicized to the community. With the offering of a future MOOC with

certification, there may be increased demand for the certificate program, carried out using a MOOC format.

Challenges: For busy professionals, courses need to be offered in a format that makes it easy for professionals to attend and complete a certification, including for professionals that prefer campus course, as well as those wishing an online format.

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

Assessment: The M4S Program was successful in having joint events and initiating a regular speaker series, but needs to expand event attendance.

Challenges: Since our students are working professionals, taking evening classes, it is sometimes difficult to find a date/time where a greater number of students can attend events.

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

Assessment: The M4S program was very successful in expanding and engaging the Community Advisory Board and including a diverse group of 40 board members.

Challenges: Need to keep the momentum going and try to enroll/engage students to take advantages of mentoring and field study programs.

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

Assessment: The M4S program has had difficulty increasing student members, since the majority of students are working full time with families. Focusing on undergraduate students and 11-month full time students for officer opportunities may be a more optimal way to increase engagement.

Challenges: Full time working students taking classes in the evening gives them little time for extracurricular activities.

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

Assessment: Very successful in increasing research in these areas.

Challenges: Faculty active in research are close to retirement, so new faculty need to be encouraged to engage in sustainability, social, ethical research areas.

V. Future Objectives

(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.

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

(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.

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

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

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

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

PRiME

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