# TABLE OF CONTENTS

## Introduction

Overview...........................................................................................................................................................................i
About Net Impact..................................................................................................................................................................i
Background on the Guide...................................................................................................................................................i
How to Read the Guide.....................................................................................................................................................ii
Next Steps: How You Can Get Involved...........................................................................................................................iii

## Part 1: School Profiles

Carnegie Mellon University - Tepper School of Business and Heinz College...........................................................................................................31
Case Western Reserve University - Weatherhead School of Management...........................................................................................................34
Cheung Kong Graduate - School of Business.......................................................................................................................37
Claremont Graduate University - Peter F. Drucker & Masatoshi Ito Graduate School of Management............................39
Clark University - Graduate School of Management.............................................................................................................43
Colorado State University - Global, Social, and Sustainable Enterprise.................................................................................................46
Columbia University - Columbia Business School..................................................................................................................48
Columbia University - School of International and Public Affairs..............................................................................................52
Cornell University - Johnson Graduate School of Management......................................................................................................54
Dartmouth College - Tuck School of Business..........................................................................................................................59
DePaul University - Kellstadt Graduate School of Business............................................................................................................63
Dominican University - Brennan School of Business..................................................................................................................66
Dominican University of California - School of Business and Leadership......................................................................................68
Duke University - Fuqua School of Business..............................................................................................................................72
Emory University - Goizueta Business School............................................................................................................................77
Erasmus University - Rotterdam School of Management...............................................................................................................80
ESADE University - ESADE Business School............................................................................................................................83
George Washington University - George Washington School of Business.............................................................................................85
Georgetown University - McDonough School of Business..............................................................................................................90
HEC Paris - School of Management........................................................................................................................................94
Illinois Institute of Technology - Stuart School of Business...............................................................................................................97
Indiana University, Bloomington - Kelley School of Business.................................................................................................99
Instituto De Empresa, Madrid - International MBA..................................................................................................................102
Kaplan University - School of Business and Management.........................................................................................................104
Loyola University Chicago - Graduate School of Business.......................................................................................................106
Massachusetts Institute of Technology - Sloan School of Management............................................................................................108
Michigan State University - Eli Broad College of Business.........................................................................................................111
Mills College - Lorry I. Lokey Graduate School of Business..........................................................................................................113
Monterey Institute of International Studies - Fisher International MBA Program........................................................................116
New York University - Stern School of Business....................................................................................................................119
North Carolina State University - Jenkins Graduate School of Management.....................................................................................123
<table>
<thead>
<tr>
<th>University Name</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwestern University - Kellogg Graduate School of Management</td>
<td>125</td>
</tr>
<tr>
<td>Ohio State University - Fisher College of Business</td>
<td>129</td>
</tr>
<tr>
<td>Pennsylvania State University - Smal College of Business</td>
<td>133</td>
</tr>
<tr>
<td>Pepperdine University - Graziadio School of Business and Management</td>
<td>135</td>
</tr>
<tr>
<td>Presidio Graduate School - MBA in Sustainable Management</td>
<td>139</td>
</tr>
<tr>
<td>Rice University - Jesse H. Jones Graduate School of Management</td>
<td>143</td>
</tr>
<tr>
<td>Saint Joseph's University - Erivan K. Haub School of Business</td>
<td>146</td>
</tr>
<tr>
<td>San Diego State University - College of Business Administration</td>
<td>148</td>
</tr>
<tr>
<td>San Francisco State University - College of Business</td>
<td>150</td>
</tr>
<tr>
<td>Simmons College - School of Management</td>
<td>153</td>
</tr>
<tr>
<td>Simon Fraser University - Segal Graduate School of Business</td>
<td>156</td>
</tr>
<tr>
<td>Stanford University - Graduate School of Business</td>
<td>158</td>
</tr>
<tr>
<td>Temple University - Fox School of Business</td>
<td>163</td>
</tr>
<tr>
<td>Tufts University - The Fletcher School</td>
<td>166</td>
</tr>
<tr>
<td>Tulane University - Freeman School of Business</td>
<td>170</td>
</tr>
<tr>
<td>University of Arizona - Eller College of Management</td>
<td>174</td>
</tr>
<tr>
<td>University of British Columbia - Sauder School of Business</td>
<td>177</td>
</tr>
<tr>
<td>University of California, Berkeley - Haas School of Business</td>
<td>180</td>
</tr>
<tr>
<td>University of California, Davis - Graduate School of Management</td>
<td>183</td>
</tr>
<tr>
<td>University of California, Irvine - Paul Merage School of Business</td>
<td>187</td>
</tr>
<tr>
<td>University of California, Los Angeles - Anderson School of Management</td>
<td>189</td>
</tr>
<tr>
<td>University of California, San Diego - School of International Relations and Pacific Studies</td>
<td>192</td>
</tr>
<tr>
<td>University of Chicago - Booth School of Business</td>
<td>195</td>
</tr>
<tr>
<td>University of Deusto - Deusto Business School</td>
<td>199</td>
</tr>
<tr>
<td>University of Geneva - International Organizations MBA</td>
<td>200</td>
</tr>
<tr>
<td>University of Georgia - Terry College of Business</td>
<td>203</td>
</tr>
<tr>
<td>University of Illinois, Urbana-Champaign - College of Business</td>
<td>207</td>
</tr>
<tr>
<td>University of Kansas - KU school of Business</td>
<td>210</td>
</tr>
<tr>
<td>University of Leeds - Leeds University Business School</td>
<td>213</td>
</tr>
<tr>
<td>University of Manchester - Manchester Business School</td>
<td>216</td>
</tr>
<tr>
<td>University of Massachusetts, Amherst - Isenberg School of Management</td>
<td>218</td>
</tr>
<tr>
<td>University of Massachusetts, Dartmouth - Charlton College of Business</td>
<td>221</td>
</tr>
<tr>
<td>University of Melbourne - Melbourne Business School</td>
<td>225</td>
</tr>
<tr>
<td>University of Michigan - Stephen M. Ross School of Business</td>
<td>229</td>
</tr>
<tr>
<td>University of Minnesota - Carlson School of Management</td>
<td>234</td>
</tr>
<tr>
<td>University of Navarra - IESE Business School</td>
<td>237</td>
</tr>
<tr>
<td>University of New Mexico - Anderson School of Management</td>
<td>240</td>
</tr>
<tr>
<td>University of North Carolina, Chapel Hill - Kenan-Flagler Business School</td>
<td>243</td>
</tr>
<tr>
<td>University of Notre Dame - Mendoza College of Business</td>
<td>247</td>
</tr>
<tr>
<td>University of Oregon - Lundquist College of Business</td>
<td>251</td>
</tr>
<tr>
<td>University of Pennsylvania - Wharton School of Business</td>
<td>255</td>
</tr>
<tr>
<td>University of Rochester - Simon Graduate Business School</td>
<td>258</td>
</tr>
<tr>
<td>University of San Diego - School of Business Administration</td>
<td>259</td>
</tr>
<tr>
<td>University of San Francisco - School of Business and Professional Studies</td>
<td>261</td>
</tr>
<tr>
<td>University of Southern California - Marshall School of Business</td>
<td>264</td>
</tr>
<tr>
<td>University of St. Thomas - Opus College of Business</td>
<td>267</td>
</tr>
<tr>
<td>University of Texas at Austin - McCombs School of Business</td>
<td>270</td>
</tr>
<tr>
<td>University of Virginia - Darden Graduate School of Business</td>
<td>272</td>
</tr>
<tr>
<td>University of Washington - Michael G. Foster School of Business</td>
<td>275</td>
</tr>
<tr>
<td>University of Wisconsin, Madison - Wisconsin School of Business</td>
<td>277</td>
</tr>
<tr>
<td>Vanderbilt University - Owen Graduate School of Management</td>
<td>280</td>
</tr>
</tbody>
</table>
# Part 2: About the Guide

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold and Silver Net Impact Chapters</td>
<td>298</td>
</tr>
<tr>
<td>Aggregate Responses</td>
<td>299</td>
</tr>
<tr>
<td>Methodology</td>
<td>306</td>
</tr>
<tr>
<td>Frequently Asked Questions</td>
<td>307</td>
</tr>
</tbody>
</table>

Wake Forest University Schools of Business.......................................................................................................................... 284
Washington University in St. Louis - Olin Business School......................................................................................................... 287
Yale University - School of Management................................................................................................................................. 290
York University - Schulich School of Business........................................................................................................................... 294
In the slow and uncertain turnaround from the 2008 financial crisis, it has become clear that society expects more from its business leaders. At Net Impact, we know future leaders want to use their business skills for positive world impact—and they are looking to their MBA programs for help.

In just this past year alone, Net Impact welcomed 22 new graduate chapters, while existing chapters continued to strengthen the social and environmental themes of their respective programs. Notable chapter achievements include University of Texas at Austin’s McCombs School of Business’ Sustainable Business Summit with 300 attendees, as well as over 30 schools participating in The Oath Project, a Net Impact partnership that served in the movement to incorporate an ethics oath into the MBA graduation process.

And while social and environmental themes have yet to be universally integrated into business school core curricula, programs are offering more than ever. Last year, students completed new responsible management certificates, took electives on topics from Sustainable Supply Chain Management to Social Venture Capital, participated in school-subsidized nonprofit internship programs, and much more.

With these developments in mind, Net Impact encourages MBA schools to examine the best practices in this guide so they can better attract the growing demographic of students who desire social and environmental change. We also hope that Business as UNusual will help the prospective student find a graduate program that best suits his or her interests. This year’s edition features 95 MBA programs from all over the world through the lens of the students themselves.

For prospective students seeking more information about the guide, please see the Methodology and Frequently Asked Questions sections in Part 2.

ABOUT NET IMPACT
For nearly twenty years, Net Impact has brought together a dynamic network of students and professionals who believe a more socially and environmentally sustainable world is created through business.

Today, the Net Impact network includes more than 20,000 members across six continents. Our central office in San Francisco, CA and more than 260 local chapters offer members access to cutting-edge ideas, exclusive networking opportunities, and impactful programs that can make a difference on campuses, at companies, and in communities.

Net Impact currently supports 170 graduate chapters at MBA programs around the globe, including the top 30 business programs as ranked by the Wall Street Journal and nearly 40 international programs. Our network also includes 40 undergraduate chapters and 60 professional chapters.

For more information, please visit www.netimpact.org.

BACKGROUND ON THE GUIDE
The information in Business as UNusual: The Student Guide to Graduate Programs 2010 was compiled from two sources: a qualitative survey completed by chapter leaders from 95 programs, and an online survey completed by 2,980 students. This version is our fifth annual publication and represents the most schools profiled to date.

Net Impact launched Business as UNusual in 2006 to:
• Provide information about what graduate programs offer prospective business school applicants interested in corporate responsibility and sustainability topics
• Share student perspectives on how their program addresses these issues
• Enable business schools to develop more robust social and environmental impact curricula, career services, and support for student activities by comparing with other programs

For more information on the guide’s methodology, please see Part 2.
HOW TO READ THE GUIDE

AT A GLANCE
The “At a Glance” box contains the following information about each program:
• The total number of students in the program, as reported by the Net Impact chapter leader(s)
• The percentage of students who are Net Impact members, based on numbers provided by the Net Impact chapter leader(s)
• The Net Impact chapter’s self-reported percentage of “very active” members and “somewhat active” members
• Three words the chapter leader(s) chose to characterize their program
• A quotation from one student survey respondent, as selected by Net Impact staff
• The names of chapter leader(s) who completed the chapter leader survey. In some instances, the chapter leaders provided their email addresses. In most cases, these leaders wrote the school’s profile.
• A gold or silver star for chapters that achieved gold or silver status in 2009-2010. This is a symbol of recognition provided by Net Impact for some of the most active chapters in the network.

DATA BARS
Many profiles include “data bars” that contain information from our spring 2010 survey of Net Impact members. Data bars appear for schools that generated at least 20 responses to the question. The “n” in each box is the number of students at each chapter who answered the question in the all-student survey. Please see the Methodology section in Part 2 for details on how the data were reported.

NEXT STEPS: HOW YOU CAN GET INVOLVED
If you did not see your program in Business as Unusual this year and would like to see it in next year’s publication, please email us at gradchapters@netimpact.org.
PART 1: SCHOOL PROFILES
Antioch University New England’s (AUNE) Green MBA program is the embodiment of the institution’s commitment to social responsibility and innovative academic excellence. The forward-thinking curriculum integrates practical and theoretical elements of sustainability using an interdisciplinary approach that prepares students to guide a business through the challenges of today’s changing economy amidst the current threats to our ecosystem. Natural science requirements accompany courses in leadership, finance, economics, and marketing. Working together with a cohort group, students develop the knowledge and skills to rethink the way the world conducts business. The diversity of life experiences reflected in the student body helps to cultivate local as well as global perspectives necessary to lead and manage in complex and changing environments.

At AUNE, traditional MBA topics are accompanied by transformative subject matters such as sustainable business practices, the natural environment, leadership, systems thinking, and collaboration. Economics is taught within the ecosystem framework in Ecological Economics. The core course Finance and Managerial Accounting builds off of a foundation of the triple bottom line concept.

The MBA faculty at AUNE hails from both the Management and Environmental Studies Departments and also includes outside experts. They practice what they preach, not only at the graduate school, but also through their work in organizations across the globe. The general consensus among Green MBA students about the AUNE faculty and support staff is that they are top-notch, warm, and genuinely dedicated to individual success. These mentors, advisors, and professors share their experiences as leaders, activists, scientists, and consultants.

“The ruling paradigm rests on the idea that for more than a century, things have dramatically improved for people on this planet—and will continue to improve—as economic systems keep expanding,” said Green MBA program faculty member Tom Wessels in his book, The Myth of Progress. “But a number of economists, scientists, and ecologists have questioned this perspective. They suggest that at some point economic expansion will outstrip both the availability of resources and the ability of the earth to absorb the waste products generated by this growth.”

Program’s strengths:
1. Environmental Sustainability
2. Corporate Social & Environmental Responsibility
3. Social Entrepreneurship

95% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

95% are satisfied with the number of courses offered that include social or environmental issues
AUNE serves more than 1,100 students and remains, by design, a small graduate school closely linked to the region, with national and global connections through its students, alumni, and institutional affiliations.

AUNE Net Impact is an active chapter that started in September 2007. During the third year, the chapter focused on communicating sustainability effectively. Events focused on careers, participatory learning, consulting, investing, and marketing within the sustainability framework. Members hosted Joe Laur (author, consultant, VP of Content for Greenopolis), Ron Maine (Adult and Extension Education Specialist), Mark Bates (Sustainability Champion at Continuum Design Consultancy), and Jeff Rosen (AUNE professor) to discuss their work in the field of environmental and organizational sustainability. Members also held two networking happy hours with the theme of career change with an AUNE faculty chair and professor as a keynote speaker. AUNE Net Impact began to co-sponsor events with Keene State College. In addition, the chapter expanded the leadership team from two to nine. The goal for the leadership team was to develop the basic structure to integrate Net Impact into AUNE campus activities and compliment the Organization & Management Department.

AUNE believes in ecological stewardship, social justice, and cultivating local as well as global perspectives to educate students with diverse backgrounds and opinions to become leaders of change. Net Impact is the bridge between the institution and the business community in Keene.

In addition to incorporating hands-on sustainability consulting projects as a part of the Earth Systems course, a one-year project-based practicum is an integral component of the AUNE Green MBA program. It is a luxury disguised as a requirement because it provides an unprecedented opportunity for students to engage in self-reflection, exploration, and transformation. This is a time for students to develop networks in their professional communities. Students also receive constructive, meaningful feedback about their ideas for creating a sustainable world, and, most importantly, are able to act on their passions.

Students are well-served through their ability to connect with AUNE alumni—over 9,000 in number—who constitute a strong network in leadership positions throughout New England, the United States, and the world. AUNE programs use practice-based learning to address both local and global issues in social justice and sustainability. AUNE encourages students to venture out and discover not only how they can affect change, but also where they are needed to do so. One student adds, “Antioch’s focus on applied learning is ideal for understanding sustainability in the real world.”

| Activity of Net Impact compared to other clubs: | 82% are satisfied with the number of extracurricular offerings around social or environmental issues |
| One of the Most Active | |
| n=22 | |

<table>
<thead>
<tr>
<th>Prominent Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margie McClain (2009) - Field Representative, Oceana, Inc.</td>
</tr>
<tr>
<td>David Morrill (2009) - Recycling &amp; Sustainability Coordinator, Keene State College</td>
</tr>
<tr>
<td>Anne Nordstrom (2009) - Project Director of Vision 2020, Antioch University</td>
</tr>
<tr>
<td>Molly Burk (2009) - Grant Writer, The Gulf of Maine Research Institute</td>
</tr>
<tr>
<td>Erwin Konesni (2009) - Farm Manager, Sylvester Manor</td>
</tr>
</tbody>
</table>

The most helpful career resources in a job/internship search are:
1. Net Impact Chapter Events
2. Career Center Job Postings
3. Alumni Network

55% have been able to find a job or internship that to some degree fits with their values

n=22
The AUNE administration is fully supportive of Net Impact activities and often invites the chapter to be co-sponsors or participants in many campus events. The university has also devoted a page and several links to Net Impact on the AUNE website. AUNE is an environmentally progressive institution and well-aligned with the values and goals of Net Impact.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 91% say they are satisfied in extracurricular activities, 85% say they are satisfied n=22

The MBA in Organizational and Environmental Sustainability, or Green MBA, reflects AUNE’s progressive approach to education and its commitment to empowering leaders who affect positive change. Sustainability was not tacked onto an existing MBA program at AUNE, but rather the Green MBA was created with sustainability as its foundation. AUNE has always been committed to social justice and the environment, and it is upon these strengths that the MBA program is built.

Currently, AUNE offers a weekend and an accelerated Green MBA program. AUNE administration is also planning to introduce an online Green MBA program in the near future. The weekend program is great for working professionals or those who don’t wish to relocate to Southwestern New Hampshire. It begins with a weeklong session in the summer and then classes are held five weekends per semester in the fall and spring semesters for two years. As one student explained it, “the program is designed for working adults so I can go to school full-time and work full-time simultaneously, which helps with the cost.” AUNE also offers an accelerated program that puts students on the fast track to an MBA in 12 months. The key to both programs is an interdisciplinary and hands-on approach to sustainability in business. It is no longer business as usual!

Profit is only one measure of an organization’s success. The Green MBA recognizes that a company’s success is measured by a multiple bottom line—one that includes the company’s financial health as well as its quality of work life, ethical practice, social responsibility, and sustainable and ecologically conscious development. The Green MBA program supports the understanding that today’s enterprises need to operate in the present without compromising the future by looking beyond current resources to project what they will leave for generations to come.

Regarding preparation for ethical and socially responsible leaders: 85% strongly agree that Net Impact members are adequately prepared for socially responsible leadership 67% strongly agree that all students are adequately prepared for socially responsible leadership n=22
Babson’s F.W. Olin Graduate School of Business (Babson) has been ranked number one in entrepreneurship by U.S. News and World Report for 17 consecutive years. The institution believes in entrepreneurship education as a powerful societal change agent with the mission to educate leaders who create great economic and social value everywhere. Therein, the educational experience at Babson focuses on entrepreneurship as a method, recognizing that all members of society can be entrepreneurial—whatever their status, age, and work. The core curriculum includes case studies on social and environmental issues, and students have the opportunity to take multiple electives in ethics, clean tech, and social entrepreneurship. Professionals with hands-on experience in social and environmental work are frequently invited by faculty to share their knowledge and passion with students.

Currently, Babson offers several courses on social and environmental matters, with more courses focused on issues of development. These classes range from Financing and Valuing Sustainability to Green Marketing. The school prides itself on its Management Consulting Field Experience (MCFE) program which provides hands-on learning. It has several consulting engagements in the green sector and a nonprofit consulting engagement with New Sector Alliance. The school also offers offshore elective courses where students can travel to Europe, Asia, Africa, and South America to aid entrepreneurs in these countries.

Student groups are central to shaping Babson’s leadership in social value creation. They helped implement sustainability-focused classes such as the Green MCFE program and successfully persuaded the administration to construct a wind turbine on the Babson campus. Babson also has a vibrant Energy & Environment Club that collaborates with Net Impact on events and initiatives.

Faculty are a critical aspect of the college. One student notes that “social entrepreneurship is a major focus of the Babson program, and this is reflected in the teaching.” Babson Professors Heidi Neck and Candy Brush are leaders in social and environmental business research and curriculum development. They have been instrumental in fostering student interest in social and environmental subjects. Babson also employs practicing entrepreneurs as faculty including Jim Poss of Big Belly Solar, Asheen Phansey of Quaking Aspen, and Jay Friedlander of O’Naturals.

Most recently, Babson received a gift of $10.8 million to further the Lewis Initiative, an effort to strategically integrate social and environmental thinking into ev-
Babson students truly care about their community and the environment. This is evident both in classroom discussions and their extracurricular activities. Student clubs are an integral part of the Babson community, and students from all four MBA programs (two-year and one-year full-time, fast track and evening part-time) participate.

The Babson Net Impact Chapter has been active for six years and continues to grow. Its members work closely with other student organizations, such as the Energy and Environment Club, to co-sponsor events. The collaboration among student organizations has generated panels at both Babson’s annual Forum on Entrepreneurship & Innovation and the Energy & Environment Club’s Entrepreneurial Energy Expo. For these events members bring to campus high profile speakers such as Scott Griffith (Zipcar), Seth Goldman (Honest Tea), Tom Szaky (TerraCycle), Cheryl Dorsey (Echoing Green), and Stephen Greene (RockCorps).

Babson Net Impact’s other 2009-2010 event highlights include:
- Seth Goldman of Honest Tea: A fascinating discussion with the Tea-EO of Honest Tea, a natural beverage brand built on values
- Making a Meaningful Career Choice in 2009-2010: A discussion with Net Impact co-founder Mark Albion about socially and environmentally responsible business and the values that helped found the Net Impact organization. Mr. Albion addressed life paths post-MBA for those interested in continuing with social and environmental initiatives.
- Accounting for Social Responsibility in Financial Statements: Two Babson accounting professors were joined by a representative from Price Waterhouse Coopers to discuss the challenges involved in documenting CSR efforts. Students learned about best practices and new techniques.

In addition to Net Impact events, Babson holds the annual Green Collar Venture Competition for socially and environmentally-focused businesses each January. The winner of the competition is automatically qualified to compete in the Wal-Mart Better Living Business Plan Regional Competition. During the inaugural competition in 2008, a team of Babson students traveled to Bentonville, AR to present their business plan at Wal-Mart headquarters and finished as semifinalists.

Babson’s focus on innovation and entrepreneurship lends itself well to students who are looking to explore careers with a social and/or environmental focus. The Center for Career Development (CCD) offers numerous resources for students to connect with opportunities for internships and career development. Susan Lemke, CCD Interim Director, has helped students secure their dream jobs in socially responsible business settings. Entrepreneur-in-Residence Mark Donohue is instrumental in connecting students with opportunities in the social, environment, and energy space through his time spent as a clean tech venture capitalist with Expansion Capital Partners.

The alumni network at Babson is also an integral part of the recruiting process. Babson has a number of alumni who have started companies with a social and/or envi-
Environmental focus. Babson alumni are very active in working with students throughout the year, whether coming to speak in a classroom, hosting a career-focused event, or representing their organization at the annual Forum on Entrepreneurship & Innovation or the Entrepreneurial Energy Expo. As a result, there are numerous opportunities for students to network with alumni.

Babson is committed to educating leaders to create economic and social value everywhere. Len Schlesinger, former Chief Operating Officer of Limited Brands, joined the school in 2008 as the President of Babson and has made it clear that a social and environmental focus will permeate the curriculum.

The Lewis Initiative builds on Babson’s early and continuing initiatives in globally responsible leadership and social entrepreneurship by connecting teaching, action, and research that encourages and enables entrepreneurs with a social mission. Additionally, there is a focus on exploring how people, the planet, and profits are all essential to business.

With the newly appointed administration taking steps toward further integrating Net Impact values on campus, the close partnership and collaboration between the club and the administration continually strengthens. Accordingly, the admissions office seeks applicants who are looking to create opportunity from today’s challenges and who are inspired to improve our existence through entrepreneurial thought and action.

People are drawn to Babson because it’s a place that will not only shape them, but be shaped by them. With the best entrepreneurship education in the world, graduates are equipped to apply their unique talents to any challenge they encounter in order to generate positive change. Their entrepreneurial mindsets and actions allow them to create economic and social value everywhere.

The most helpful career resources in a job/internship search are:
1. Net Impact Chapter Events
2. Alumni Network
3. Career Services Staff

55% have been able to find a job or internship that to some degree fits with their values

n=22
Bainbridge Graduate Institute (BGI) offers an MBA in Sustainable Business as well as Certificate courses. The innovative curriculum preserves the rigor of a conventional MBA while infusing environmental and social responsibility throughout all courses. Every course is taught from the perspective of sustainability—from accounting and economics to marketing and operations. The MBA is designed for working adults who can either enroll in the Hybrid MBA program, which combines distance learning with face-to-face learning over a long weekend once a month, or the Evening MBA program which is taught weekly in Seattle, WA.

The MBA course offerings fall into four categories that cover the goals of the academic program:

- **The MBA Core** covers specific, traditional MBA topics, with an infusion of environmental responsibility and social justice in every course.
- **Business and Sustainability** is taught more explicitly in the foundations, systems thinking, social justice, and Dal LaMagna Series courses.
- **Management and Leadership** courses, inspired by the work of co-founder Sherman Severin, cover the human side of business. From the individual level to the organizational and societal level, these courses emphasize both methods and capacity for productive change.
- **Entrepreneurship, Intrapreneurship and Innovation** courses guide students through the process of developing a business: from an individual’s creative vision, through team-building, and ultimately, maturation into a business plan ready for presentation to potential investors. The innovation and entrepreneurship series in the final year is a unique offering at BGI. These courses build on insights from our co-founders Gifford and Libba Pinchot on the process of change initiatives in large corporations, including the relationship between intrapreneurship and entrepreneurship.

BGI believes that working with community and business organizations not only deepens students’ educational experience, but also provides a context for coursework beyond traditional syllabus expectations byimmersing students in the daily challenges businesses face as they try to implement sustainability practices.

The BGI faculty academy includes distinguished business school professors and business innovators from around the U.S. and Canada that have a passion for sustainability. This combination of faculty usually means that each course provides both a deep academic as well as an expert practitioner’s perspective.

**Program’s strengths:**

1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Environmental Sustainability

97% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

96% are satisfied with the number of courses offered that include social or environmental issues

n=70
Students have the opportunity for focused learning and greater impact in selected critical industries. Those enrolled in a concentration work with BGI’s regular faculty and a committed Industry Advisory Council to analyze challenges and implement on-the-ground solutions to sustainability within a particular industry. Mostly a student-driven program, industry concentrations allow interested students to come together for industry-specific workshops, mentoring from industry leaders, and access to industry internships and placements.

The following is a sample of the online forums that exist to support active working groups and running dialogues among all members of the BGI community: committees, working groups, clubs including the Diversity and Social Justice Club, the Ethics Club, the Good Cap(italism) Club, and more. Conversation topics in these forums pertain to activism and politics, climate change, and sustainability, to name a few. All forums are pertinent to the BGI Net Impact Chapter, as they shape Net Impact’s place in everything students are doing to pursue sustainability initiatives—both at school and in their personal and professional lives.

### Students Activities

The following is a sample of the online forums that exist to support active working groups and running dialogues among all members of the BGI community: committees, working groups, clubs including the Diversity and Social Justice Club, the Ethics Club, the Good Cap(italism) Club, and more. Conversation topics in these forums pertain to activism and politics, climate change, and sustainability, to name a few. All forums are pertinent to the BGI Net Impact Chapter, as they shape Net Impact’s place in everything students are doing to pursue sustainability initiatives—both at school and in their personal and professional lives.

### Career Services & Alumni

BGI provides a variety of services that are responsive both to the institute’s culture and to the diversity of students’ work and educational experiences. These services are based on proven processes and methodologies within the career management field. One example of services provided is a consultation on the design of professional profiles and portfolios to provide users with tools to build resumes that demonstrate their lifelong learning, skills, and development over time. Additional benefits of BGI’s career services include scheduled individual counseling sessions, a social networking system that connects users and creates online communities, and a database of current employment opportunities, internships, and relevant websites.

BGI’s career efforts are strategic, flexible, and individually-driven. The school strives to respond to specific needs that may include short-term and part-term work, or managing various aspects of a student’s current working role.
Sustainability is the foundation of everything BGI does and is the core of the school’s history. In early 2002, Libba and Gifford Pinchot, Jill Bamburg, and Dr. Sherman Severin founded BGI to help people with global values develop their skills in business. Combining their collective expertise in business innovation and business education, they designed BGI to offer world-class sustainable innovation and management training.

In the fall of 2002, BGI officially opened with an initial class of 14 students and an outstanding founding faculty, including Amory Lovins, Elisabet Sahtouris, John Adams, Mark Anielski, and John Ehrenfeld. Today, BGI has an enrollment of 220 students in the MBA and Certificate programs.

Anyone who has ever contributed to BGI has become a permanent and ongoing participant in the school’s community. One student adds, “I have had the opportunity to spend the weekend with people who are true heroes in the field of sustainable business. My greatest teachers have been people like Winona Laduke, Joseph Stiglitz, and Gifford Pinchot.”

The BGI administration is in full support of the school’s Net Impact chapter, helping students become leaders in the field of sustainable business.

Regarding the administration’s commitment to including social and environmental themes...

<table>
<thead>
<tr>
<th>in the curriculum</th>
<th>say they are satisfied</th>
<th>in extracurricular activities</th>
<th>say they are satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>96%</td>
<td>n=70</td>
<td>94%</td>
<td>n=70</td>
</tr>
</tbody>
</table>

BGI’s mission is to prepare students from diverse backgrounds to build enterprises that are financially successful, socially responsible, and environmentally sustainable. The school approaches this mission from a broader sense, not only preparing its own students, but also helping other business schools integrate environmental and social responsibility into the heart of their programs.

BGI’s vision is to infuse environmentally and socially responsible business innovation into general business practice by transforming business education. BGI is pioneering a graduate curriculum for sustainable business education that infuses social and environmental responsibility into every course—not just electives, but all required courses. BGI trains students with the leading sustainability case studies, best practices, models, and business management tools.

With this knowledge, graduates are well equipped to successfully lead a large corporation, small business, or nonprofit organization toward sustainability as a core strategy, or launch their own sustainable entrepreneurial ventures. BGI demonstrates that sustainability drives competitive success and profitability. “You don’t have to compromise any social or environmental themes in order to get a business education,” says one student, “and you will build an amazing network of supportive, engaged students, faculty, and alumni.”

Students interested in this kind of MBA program should strongly consider BGI’s MBA in Sustainable Business or the Certificate in Sustainable Business and Entrepreneurship & Intrapreneurship.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>67%</th>
<th>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>64%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=70
The Zicklin School of Business at Baruch College educates leaders committed to global awareness, ethical practice, and socially responsible management. Issues of corporate governance and responsibility are woven throughout the curriculum and are reflected in the activities of our academic centers.

Baruch is home to the Robert Zicklin Center for Corporate Integrity (ZCCI), a forum for discussing corporate reporting and governance, ethical behavior, social enterprise, accountability, responsible global business development, and the role of governmental regulation. Throughout the year, the center brings together leaders in business, government, and NGOs to magnify the impact of ethics discussions in the classroom.

Our Lawrence Field Center for Entrepreneurship is home to the national Minority Business Owners Surveys and hosts an annual entrepreneurship competition with a social entrepreneurship track sponsored by Merrill Lynch. The center has a full calendar of events, including workshops and seminars such as Fundraising Principles for Community-Based Organizations, or Minority and Women Business Contract Procurements. The center also offers free workshops such as Financing Your Social Enterprise.

The International Center for Corporate Accountability (ICCA) is also located at Baruch. ICCA’s Executive Director, Prakash Sethi, a distinguished professor of management, is a 2003 recipient of the Beyond Grey Stripes Faculty Pioneer Award for External Impact. ICCA is a nonprofit organization founded to promote good corporate citizenship worldwide. Its mission is to urge multinational corporations to create voluntary codes of conduct regarding issues such as wages and working conditions, protection of human rights, and sustainable development. ICCA also provides independent external monitoring to verify companies’ compliance with their voluntarily created codes of conduct. In addition to its numerous and ongoing reports, ICCA hosts a semi-annual international conference at Baruch on corporate governance, accountability, and social responsibility issues.

Two years ago, Baruch formed a Sustainability Taskforce to coordinate curriculum and other changes at the school. The taskforce recently conducted a waste audit, taking inventory of the school’s garbage and recycling. The second phase is currently underway – testing the different ways to improve the school’s recycling habits.

The Real Estate program offers a certificate and related courses in sustainability as well as general electives in areas such as social entrepreneurship and community change. Several academic departments offer a range of courses.

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Environmental Sustainability

n=86
courses directly related to sustainable business such as Social Entrepreneurship, Green Marketing, Entrepreneurship and Community Development, and upcoming courses such as Sustainability: Law & Policy. Furthermore, there is strong support among the faculty and administration for increasing the number of courses which directly relate to sustainable business.

Some Net Impact chapter members are currently pursuing independent study options in the area of socially responsible investing (SRI). Students also have the opportunity to take elective courses at Baruch’s School of Public Affairs, which offers graduate degrees focused on nonprofit administration and the public sector.

### STUDENT ACTIVITIES

The Sustainable Business Club (SBC), Baruch’s Net Impact chapter, is the student organization dedicated to issues such as corporate social responsibility, social entrepreneurship, green marketing, socially responsible investing, and renewable energy. The SBC’s mission is to empower a community of leaders who use business to make a positive social, environmental, and economic impact on the world.

The SBC is entering its fifth year as a Net Impact chapter and has been growing rapidly since inception, reflecting the increased interest in sustainability among students, faculty, Baruch administration, and the broader community. Each year the chapter’s goals include cultivating leaders who understand the importance of sustainability, debunking the myth that money and mis-sion are mutually exclusive pursuits, and supplementing classroom learning with discussions, speakers, trips, and networking events. These efforts combine to create a more holistic MBA experience and prepare students for business in the 21st century.

Recent speaker events include: Sustainable Investing, a panel of analysts and researchers working in SRI; Green Entrepreneurship, a panel of green-minded entrepreneurs like Noha Waibsnaider, Founder and Chief Executive Officer of Peeled Snacks; and Green TV, an interview session with Beth Colleton, Vice President of Green Is Universal, NBC Universal’s Green Initiative.

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
<th>One of the Most Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% are satisfied with the number of extracurricular offerings around social or environmental issues</td>
<td></td>
</tr>
<tr>
<td>20-40% of the student body is involved in extracurricular activities related to social or environmental issues</td>
<td></td>
</tr>
</tbody>
</table>

### CAREER SERVICES & ALUMNI

The primary mission of the Graduate Career Management Center (GCMC) is to educate, train, and advise graduate students in career management so that they may market themselves effectively in the MBA job market. The center also considers it a priority to initiate and maintain relationships with potential employers in order to strengthen the connection between students and employers, and maximize students’ employment opportunities. Employers represented in the 2008 Net Impact Company Rankings that have hired Baruch MBAs include Citigroup, Colgate-Palmolive, Deloitte, Ernst & Young, HSBC, JPMorgan Chase, KPMG, Microsoft, and PricewaterhouseCoopers.

The GCMC works with the Baruch Net Impact chapter to promote events and develop a resume book of students interested in sustainability careers. The center’s director has recently been working with the faculty to keep them up-to-date on the job market for MBAs interested in corporate social responsibility. A new initiative for 2010 is the compilation of a database of organizations recognized as socially responsible. The database will be searchable by location, industry, and whether or not the organization has a history of employing Baruch alumni.

Teams of SBC members have competed in the social track of the Merrill Lynch & Baruch College Invitational Entrepreneurship Competition, the national Wal-Mart Better Living Business Plan Competition, the KPMG Green Challenge, the Rice University Business Plan Competition – Green Tech Division, and the Aspen Case Competition. SBC leadership also helped launch Financial Lit-
eracy for Youth (FLY), a partnership with the nonprofit organization Junior Achievement dedicated to teaching financial literacy skills to New York City’s youth.

The SBC promotes networking with other like-minded MBA students and sent cohorts to the 2009 Net Impact Conference at Cornell. Taking advantage of its New York City location, the SBC also values and facilitates direct collaboration with other local Net Impact chapters. Members worked together to organize a graduate career fair hosted by Baruch, attended each other’s events, and met for city-wide happy hours and luncheons.

For the 2010-2011 academic year, the SBC is focused on taking part in Net Impact’s Board Fellows program (placing our members on the boards of local nonprofits), launching recruiting for green jobs and internships, advancing campus greening, advocating for more sustainability courses, and building awareness of the dynamic Baruch Net Impact chapter!

### Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Company/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sayaka Eto (2010)</td>
<td>Co-Founder</td>
<td>Bennu</td>
</tr>
<tr>
<td>Tim Woodall (2008)</td>
<td>Junior Strategist, Addison</td>
<td></td>
</tr>
<tr>
<td>Nicole O’Malley (2008)</td>
<td>Associate Vice President, Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria</td>
<td></td>
</tr>
<tr>
<td>Pamela Bolton (2007)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### The most helpful career resources in a job/internship search are:

1. Career Center Events
2. Net Impact Chapter Events
3. Career Center Job Postings

61% have been able to find a job or internship that to some degree fits with their values

### Administrative Support

Baruch is committed to developing robust curricular and extracurricular offerings in support of educating students about the social and environmental impact of business. In recognition of our efforts, Baruch was ranked by the prestigious Aspen Institute among the Global Top 100 business schools for excellence in social and environmental issues.

Our diverse MBA student body includes a significant core of students with experience and career aspirations in the broad area of sustainable business. Recognizing that both curriculum and program change typically start at the student level, the school welcomes applicants with interests in sustainability who may wish to champion these efforts. The full-time Honors MBA program, for example, works with student leaders in Baruch’s Net Impact chapter on outreach efforts to prospective students with similar interests. In addition, the Dean’s office has offered financial support for student travel to participate in national, social entrepreneurship business plan competitions. The school’s participation in the bi-annual Beyond Grey Pinstripes survey of MBA programs is a priority, and special attention is paid by the Dean and the school’s survey administrator to ensure Baruch’s course offerings and faculty research meet the standards established by the Aspen Institute.

### Reasons to Attend

The Zicklin School of Business at Baruch College, the largest accredited school of business in the United States, provides high-quality, high-value education to advance the professional aims of its students in a competitive, dynamic, and global environment.

The delivery of sustainability education is an evolving, collaborative process at Baruch and has become a focal point for the school’s efforts. The newly formed Sustainability Taskforce coordinates all of the school’s sustainability efforts in the areas of curriculum, facilities, research, and student, business, and community engagement. The taskforce is comprised of the Baruch Net Impact chapter, Baruch’s Center for Corporate Integrity, Center for Sustainable Energy, Graduate Career...
Management Center, Food Services, PR and Marketing, the President's Office, and the Dean's Office. Baruch recently accepted Mayor Bloomberg’s Plan NYC challenge to reduce greenhouse gas emissions 30% by 2017. Other recent school-wide developments include retro-commissioning the Newman Vertical Campus to improve energy efficiency, renovating the building at 17 Lexington Ave. with the goal of obtaining a LEED silver designation in green building leadership, and hiring a new food services company. The new vendor, AVI Foodsystems, offers locally-grown and organic food in the school cafeteria, provides more vegetarian options, recycles used products, and converts plastic packaging into corn-based biodegradable materials.

The SBC is one of the most visible, active, and celebrated groups on campus. In a short period of time, the club has had a significant impact in shaping the MBA experience at Baruch and building a foundation for sustainability at the school. Applicants who are interested in attending Baruch should prepare themselves for a demanding yet fulfilling commitment to shaping the sustainability agenda and creating a legacy for future classes.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>49%</td>
<td>Adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>12%</td>
<td>Adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=86
Ideas concerning social and environmental themes are slowly becoming a part of Baylor’s core curriculum. While topics of sustainability have been discussed, they have not been a key component to the core curriculum. Despite this, a few electives are available to MBA students that specialize in the social and environmental aspects of business. Such courses include *Entrepreneurial Finance*, *Corporate Entrepreneurship: Initiating and Sustaining Innovation*, and *International Management*. Additionally, a new elective is being added this fall, *Foundations in Environmental Health Science*, which focuses on the societal impact of sustainability.

A small percentage of students has been encouraging the incorporation of social and environmental themes into the program, and the number of interested parties has grown from last year. This attitude change may reflect an evolution of Baylor as a whole, as the school has been slowly moving toward greener initiatives. Courses in other departments like Environmental Studies incorporate business and environmental issues. Faculty members who are leaders in social and environmental areas are also present on campus, though they mainly work with undergraduate students. Additionally, Baylor offers exposure to groundbreaking research and guest speakers, particularly in the fields where religion can serve as the basis for positive economic and global change.

Now in its second year, the Baylor University Net Impact chapter has held six events and has doubled its overall membership. More importantly, the number of active and very active members has increased. Baylor has been very supportive in advancing the goals of the Net Impact chapter, including the sponsorship of two students to attend the 2009 Net Impact Conference in November.

The chapter is working with various socially- and environmentally-minded groups on campus. Baylor has also recently hired a sustainability coordinator who has been very good about contacting Net Impact members regarding sustainability issues on campus and in the community. Members are currently working with a faculty member to launch a business selling electronic bicycles on campus in order to reduce parking congestion and traffic emissions. In addition, several members of the Baylor University Net Impact chapter have assisted the local Chamber of Commerce with issues regarding sustainability in business.

Though the Net Impact chapter is still a small part of the overall graduate business community, it is steadily growing. While uninterested students believe that the group is entirely environmentally-based despite repeated clarification, members have gotten better at telling their own story, especially with the appointment of a director of public relations to the chapter’s leadership team. Baylor’s location may significantly affect student thinking since it is about 100 miles away from the nearest big city. Despite this, attitudes toward recycling and other environmental initiatives in and outside the Baylor community are moving in a more progressive direction.
The small size and attention to core business disciplines make Baylor University a great place to heighten one’s business skill set. The faculty is dedicated in their respective fields of study and willing to keep their office doors open to discuss classroom matters.

As the importance of social and environmental responsibility continues to take hold throughout the state of Texas, Baylor’s Hankamer MBA program is slowly realizing the need to integrate social and environmental issues into its overall curriculum. The student body is also becoming more aware of social and environmental issues in the workplace.

Baylor’s Hankamer MBA program is moving in the right direction and has already demonstrated great promise with several students achieving success in both case and business plan competitions dealing with social and environmental issues. Potential applicants must be patient as well as ambitious in order to set social and environmental themes in motion. They must also understand that Baylor is at the center of great change. With Dallas, Austin, Houston, and San Antonio growing by leaps and bounds and focusing more on sustainable development in both the business and government sectors, Baylor students have an excellent opportunity to enhance their school’s strategic location by helping to improve the social and environmental curriculum.

Baylor needs to offer more support for students seeking job opportunities with a social and environmental focus. However, the program has built a strong reputation in ethics, which may stem from the university’s Baptist roots. Baylor’s reputation is very strong in the state of Texas, but outside state borders, recognition is more limited.

Students with ambition in social entrepreneurship, nonprofit management, and/or environmental sustainability work closely with faculty to network among their connections since the school’s career resources are still improving in these fields.

While Baylor does not offer loan forgiveness to graduates going to work in the nonprofit sector, it does offer tuition remission based on the strength of an individual’s application and academic merits.

Baylor needs to offer more support for students seeking job opportunities with a social and environmental focus. However, the program has built a strong reputation in ethics, which may stem from the university’s Baptist roots. Baylor’s reputation is very strong in the state of Texas, but outside state borders, recognition is more limited.

Students with ambition in social entrepreneurship, nonprofit management, and/or environmental sustainability work closely with faculty to network among their connections since the school’s career resources are still improving in these fields.

While Baylor does not offer loan forgiveness to graduates going to work in the nonprofit sector, it does offer tuition remission based on the strength of an individual’s application and academic merits.

Baylor needs to offer more support for students seeking job opportunities with a social and environmental focus. However, the program has built a strong reputation in ethics, which may stem from the university’s Baptist roots. Baylor’s reputation is very strong in the state of Texas, but outside state borders, recognition is more limited.

Students with ambition in social entrepreneurship, nonprofit management, and/or environmental sustainability work closely with faculty to network among their connections since the school’s career resources are still improving in these fields.

While Baylor does not offer loan forgiveness to graduates going to work in the nonprofit sector, it does offer tuition remission based on the strength of an individual’s application and academic merits.

Baylor needs to offer more support for students seeking job opportunities with a social and environmental focus. However, the program has built a strong reputation in ethics, which may stem from the university’s Baptist roots. Baylor’s reputation is very strong in the state of Texas, but outside state borders, recognition is more limited.

Students with ambition in social entrepreneurship, nonprofit management, and/or environmental sustainability work closely with faculty to network among their connections since the school’s career resources are still improving in these fields.

While Baylor does not offer loan forgiveness to graduates going to work in the nonprofit sector, it does offer tuition remission based on the strength of an individual’s application and academic merits.
BENTLEY UNIVERSITY
MCCALLUM GRADUATE SCHOOL OF BUSINESS

AT A GLANCE

Number of students: 1,405

Less than 5% of Bentley students are Net Impact members
50% of those members are “very active”
40% are “somewhat active”

This chapter in three words: Member-driven, Conscious, Empowered

Chapter leader: Aaron Kamholtz (kamholt_aaro@bentley.edu); Pavlik Mintz (mintz_pavl@bentley.edu)

“Students’ voices will be heard, and opportunities exist for them to make a difference, if they have the initiative.”

CURRICULUM

MBA students have as part of their core curriculum a course called Leadership, Ethics and Corporate Social Responsibility. In this course, students will be introduced to different topics including assessing environmental issues and identifying the resulting implications for business leaders. Bentley University also has a center for corporate social responsibility (CSR) where students have access to the latest journals and books related to the topic. Additionally, the center organizes different events where thought leaders in the areas of CSR and ethics speak to students.

The Net Impact Bentley Chapter is part of a counseling group that has given feedback on the aforementioned course. This feedback will be taken into consideration as part of the course review currently underway. Professors were asked to include the topics of sustainability and environmental policy, and the related effects on business corporations. Regarding the methodology of the course, members requested the use of more experiential learning and case studies for these topics. Since professors are open to integrating social and environmental themes into the curriculum, students are confident that these changes will be incorporated in the short-term.

STUDENT ACTIVITIES

The Net Impact Bentley Chapter is a brand new organization that was officially recognized in October 2009. Since then, the chapter was a co-sponsor of several events such as the Time Leadership Forum featuring guest speakers like Dr. Oz, Julie Cottineau, Vice President of Virgin USA, Ted Hoff, Vice President of IBM, and several others. In May 2010, the chapter also sponsored the Second Annual International Research Conference of Conscious Capitalism that took place on the Bentley University campus.

In addition to conferences, members laid out a plan and defined key activities for making an impact in their community or on campus. One example is the curriculum change activity, which involved holding initial meetings with the Bentley MBA program administration and proposing ideas for how to integrate the themes of CSR and green initiatives into classes. During the next academic year, the club will work to establish closer relationships with other Net Impact chapters in Boston, including the Net Impact Boston Professional Chapter, in order to help each other organize better events, and allow members to take part in the Board Fellows program.

CAREER SERVICES & ALUMNI

Bentley offers a comprehensive suite of career services for students including individual career counseling sessions and workshops on job search skills or focusing your career. The career services website provides links to nearly a dozen socially responsible or environmentally-focused job posting sites. Postings to these sites also include international job offerings. Additionally, Bentley offers its MBA students a theme-based concentration in Business Ethics and Social Responsibility and a Graduate Certificate in Business Ethics. Bentley was the first to offer both of these in the United States.

Bentley offers numerous speaker events, some through
Challenging Times Demand Accountable Leadership.

“Our graduates compete in a world that demands accountability from its leaders. Bentley is the right graduate business school for our times.”

— Mike Page, Vice President Academic Affairs and Dean of Business, Bentley University

Today’s global complexities require a dramatically different approach to business leadership—and business education. Here, Vice President Mike Page describes how graduate business programs at Bentley are producing creative, holistic thinkers with strong quantitative abilities and the perspective and judgment the world demands from its leaders right now.

What lessons should business schools take from the recent economic crisis?

MP: At a very basic level, I believe we have to get our students to realize that there are few, if any, decisions they will be making in their lives that do not have broader implications—and they must be accountable for the consequences.

How is Bentley shifting the paradigm?

MP: We are breaking down barriers between disciplines in teaching as well as research. Our MBA and MS students delve deeply into real-world, multi-dimensional business challenges and work with faculty who are engaging across traditional boundaries.

Can accountable leadership be taught?

MP: Yes, but it is not a course to be taught in a classroom—it’s about life experience. At Bentley, we open up many opportunities for students to think through complex problems: to take risks, make mistakes and come up with a set of solutions for which they are personally accountable.

Why Bentley, why now?

MP: Simply put, our graduates will be in a position to recast how the corporate world should and will operate in a broader global society. Bentley is the right graduate business school for our times.
the school’s Center for Business Ethics. This center is one of oldest, most established of its kind, and continually attracts world-renowned speakers on a regular basis. The Center for Business Ethics has four distinct scholarships for undergraduate, graduate, and Ph.D. students. Furthermore, Bentley faculty play a prominent role in the Conscious Capitalism movement and as such, have begun to offer courses related to this field. This enables students of any concentration to take courses related to the interaction of social responsibility and business.

**Prominent Alumni**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>John McLoughlin</td>
<td>Analyst</td>
</tr>
<tr>
<td>Rozalina Tsvetkova</td>
<td>MBA Leadership Program, National Grid</td>
</tr>
</tbody>
</table>

**ADMINISTRATIVE SUPPORT**

The administrative support at Bentley University is not overwhelming in terms of quantity, but those faculty members who do support the Net Impact chapter are very valuable resources providing great help. Professor Raj Sisodia, especially, who is Co-founder of the Conscious Capitalism Institute, plays an important role when it comes to speakers, events, and advice.

Members were asked to take part in the curriculum change of an ethics class which shows that the faculty takes students’ efforts seriously. Faculty view the chapter as a valuable source for advice regarding important changes within the program related to social, ethical, and environmental topics.

The future priorities of Bentley’s MBA program include strengthening the components of ethical leadership and socially-conscious business strategies to teach students how to create value beyond the bottom line. These concepts are very well aligned with the Net Impact chapter, and definitely open future opportunities for collaboration.

Overall, the Net Impact Bentley Chapter has a lot of room to grow, and collaboration among the chapter leadership and faculty will help both parties stay relevant in the future.

**REASONS TO ATTEND**

The sheer talent pool of Bentley University sets this chapter apart. The Bentley Net Impact Chapter consists of members from diverse backgrounds and nationalities. Currently, 70% of the founding leaders are international students from various disciplines. Bentley field projects prepare students to work in a professional setting, hence, the chapter was able to undertake various projects in the very first year of inception.

The foundation of this chapter is grounded in the Conscious Capitalism movement. By co-sponsoring many events under Raj Sisodia’s leadership, the chapter gets exceptional opportunities to connect with visionaries having similar ideologies. This chapter will appeal to a prospective applicant who is interested in social and environmental initiatives, and learning how socially-conscious businesses can operate to benefit all stakeholders involved while observing sustainable growth.

---

175 Forest Street Waltham, Massachusetts 02452 USA • Phone: +1 781-891-2000 • Email: Bentleygraduateadmissions@bentley.edu
http://www.bentley.edu/graduate/mba/index.cfm
The corporate social responsibility (CSR) curriculum at Boston College’s Carroll Graduate School of Management (Carroll) is very strong. In 2009 the Carroll School added a CSR class as part of the Manager’s Lab core course required for all incoming full-time MBA students. The course focuses on managing corporate social responsibility in the 21st century business environment and is taught by Christopher Pinney and Vesela Veleva, Sc.D., from the Boston College Center for Corporate Citizenship. At the end of the course there is a final project-competition sponsored by a corporation and leading to two paid summer CSR-focused internships for the winning team at the Center or the participating company.

A new course, Social Entrepreneurship, was added to the curriculum in fall 2008. Also, students can “tailor” their specializations. For example, several students have created a specialization in Sustainability.

The Carroll School also allows students to take classes in other departments, such as the Law School, School of Social Work, and School of Education, where classes range from International Environmental Law to International and Comparative Social Welfare. Students are also permitted to cross register in other Boston area schools through the Boston Consortium Program. As a result, students can take classes at Tufts, Boston University, Babson College, and Brandeis University. Overall, students are pleased with the commitment Boston College is making to enhance CSR curriculum. As one student says, “It is refreshing to see that level of dedication to these issues.”

In addition, The Consulting Project, a core class in the first year where students consult on real-world business problems, includes a significant number of projects in the nonprofit space. The required Business Plan Course also includes a large number of social entrepreneurship endeavors (e.g. an enterprise entitled “Containers to Clinic” which was developed to provide healthcare facilities in underdeveloped countries).

These classes can have an international impact. Students in the spring 2010 International Consulting Project, an elective for second years and part-timers, worked on two projects for a French multinational. One focused on determining how the company could expand its efforts to help build sustainable cities in the US through its transportation, water, energy, and waste removal divisions; the other focused on creating a car sharing model for the city of Paris.

A key faculty member is Professor Sandra Waddock. Waddock teaches Social Issues in Management (a mandatory for evening MBAs) and an intensive weekend elec-
The Boston College Graduate Net Impact Chapter (Boston College Net Impact) has made efforts to collaborate with other student clubs. One of the club’s goals is to illustrate that socially responsible business is not exclusive of traditional business. The chapter also differentiated itself from a community service or philanthropic organization by branding itself as a professional club focused on responsible business. The chapter’s work reflects the student body as a whole. As one Carroll student says, “Boston College students are more community-service oriented than average business school students.”

In 2009-2010, Boston College Net Impact organized nine events and was one of the most active clubs in the MBA program. All of the events were well attended and met the goals of raising awareness and providing professional avenues for students. Noteworthy events included a half-day nonprofit management training session held in conjunction with the creation of a Board Fellows program, a visit to Seventh Generation in Burlington, VT (organized in conjunction with the Boston University Net Impact Chapter), and hosting remarkable speakers such as Carol Cone (Net Impact board member and founder of Cone, Inc.), Mark Buckley (Vice President of Environmental Affairs at Staples, Inc.), and Deborah Drake (Program Manager at the Center for Financial Inclusion at ACCION International).

To broaden the base of students exposed to CSR, Boston College Net Impact held events in collaboration with other Boston College clubs, including the Marketing Academy and the Graduate Women in Business Club. Other clubs on campus have sustainability-related agendas such as Sustain-BC and EcoPledge. Boston College Net Impact has kept aware of their events and plans to work more closely with these organizations in the future.

Finally, Boston College Net Impact founded a Net Impact Board Fellows program in the spring of 2010, successfully pairing students with a number of local nonprofits in a three-month pilot project. Interest in the Board Fellows program, both from students and the administration, has been great, and we expect to launch the first full-length program during the 2010-2011 school year.

Boston College offers a number of channels and resources to provide professional development support to all students, including those seeking careers consistent with Net Impact’s mission. Specifically, the program provides funding for student participation in the annual Net Impact Conference, as well as financial support for Net Impact chapter campus events. In addition to engaging employers committed to social and environmental sustainability, Career Strategies works with students on an individual basis to identify functional roles that will leverage their professional experience in transitioning to new career roles in this area. Students are encouraged to tap the full breadth of university resources to pursue their professional goals in this field.

| Activity of Net Impact compared to other clubs: | 68% are satisfied with the number of extracurricular offerings around social or environmental issues |
| ------------------------------------------------- | 20-40% of the student body is involved in extracurricular activities related to social or environmental issues |

n=25

**Prominent Alumni**

- Andrew Hickok (2010) - Sales Analyst, Evergreen Solar
- Pierce Kilduff (2010) - Broad Resident Human Capital, The Broad Residency Program
- Michael Kubiak (2010) - Director of Research & Evaluation, Citizen’s Schools
- Joseph Reganato (2009) - Program Manager, Mitsubishi Corporation
- Gaurav Sarup (2009) - Senior Consultant, Emergent Ventures
The administration is very supportive of Boston College Net Impact. It not only has provided supplementary funding for attending the national conference, but it has also been open to discussing the future of the club with its leaders.

As an increasing number of prospective students request information about Boston College’s commitment to CSR, the admissions office is beginning to find effective ways to address the students’ interests. Currently, prospective students interested in CSR are put in touch with knowledgeable students active in the Net Impact chapter.

The administration is working with staff at the Center for Corporate Citizenship to identify ways that the university can incorporate the center’s valuable resources into the MBA curriculum.

The Carroll Graduate School of Management has the necessary courses, faculty, and resources to be a leader in CSR. The future for the program is positive for the following reasons: support from the administration, cooperative efforts from the Center for Corporate Citizenship, world-renowned faculty including Sandra Waddock, and increasing interest from the student body.

Membership at Boston College Net Impact has more than doubled since 2008-2009 and the club has successfully branched out to collaborate with other Boston Net Impact chapters and Boston College clubs. Most importantly, Net Impact is an invaluable career and networking resource for students. Net Impact can be a driving force to help Carroll realize its potential to be a leader in CSR.

Regarding the administration’s commitment to including social and environmental themes...

- 36% say they are satisfied in the curriculum,
- 52% say they are satisfied in extracurricular activities,

Regarding preparation for ethical and socially responsible leaders:

- 26% strongly agree that Net Impact members are adequately prepared for socially responsible leadership,
- Under 10% strongly agree that all students are adequately prepared for socially responsible leadership,

140 Commonwealth Avenue, Chestnut Hill, MA 02467, USA • Phone: +1 617-552-3920 • Email: bcmba@bc.edu
The curriculum at the Boston University School of Management has always emphasized a comprehensive skill set that embraces both quantitative and qualitative dexterity across all industries. In addition, for over 30 years, the Public and Nonprofit Management Program (PNP) and its dedicated participants (20% of the full-time MBA student body, distributed across all cohorts to encourage disciplinary diversity of thought) have significantly influenced the general management curriculum and experience. The core curriculum courses in fact incorporate cases involving nonprofit organizations and socially responsible companies. Electives in the PNP program include: Nonprofit Finance and Accounting; Marketing Social Change; Social Entrepreneurship; Corporate Governance, Accountability and Ethics; the Brazilian Field Seminar; Strategic Fundraising and Corporate Philanthropy; Leading the Mission Driven Organization; Management Consulting Field Project; and Public Policy Analysis.

The School of Management has also launched a continuum of coursework that focuses on sustainability as a core business strategy. Students begin with Global Sustainability, which introduces them to integral sustainability challenges and the business opportunities presented by these challenges. A second course, Government, Society and Entrepreneurship, explores leading global economies and the role of key stakeholders in developing sustainable global businesses. A third course, Clean Technology Business Models, analyzes how new technologies are promoting sustainability across different industries. Finally, Clean Energy Services immerses students in the complex world of energy generation and distribution and addresses the unique challenges that renewable energy faces.

Additional course work is available through other schools at Boston University, including the School of Social Work, the Center for Environmental Studies, the School of Education, the College of Arts and Sciences, and the School of Public Health. The School of Management supports academic research and knowledge development in areas of corporate responsibility and sustainability. Leading faculty on social and environmental sustainability issues include Kristen McCormack (social impact management), Paul McManus (social entrepreneurship), James Post (corporate governance and ethics), CB Bhattacharya (stakeholder management), David Weil (transparency and the role of government in business), Nalin Kulatilaka (clean energy), Nitin Joglekar (clean energy), Ned Rimer (nonprofit management), and Kristi Kienholz (cause and social marketing). Faculty members have published articles and books on topics such as cause marketing, corporate social responsibility, charity advertising, and social purpose businesses.

Program’s strengths:
1. Nonprofit Management & Philanthropy
2. Healthcare
3. Social Entrepreneurship

50% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
57% are satisfied with the number of courses offered that include social or environmental issues
The Boston University MBA program is a vibrant, diverse community with organizations and events for every interest. The Net Impact Boston University Chapter has partnered with the Energy and Public & Nonprofit Management Clubs, the MBA Council, and the annual school-wide symposium conference to host or promote events relevant to members’ educational and professional interests. Recent Net Impact events have included a tour of the wind turbine in Hull, MA, a Q&A on corporate social responsibility initiatives with the CEO of Timberland, meeting with management at Seventh Generation, and the Annual Net Impact Case Competition.

Members of the Net Impact chapter have created a Sustainability Committee focused on greening the School of Management and beyond. The committee has undertaken a high-profile and well-received campaign to replace plastic bottled water consumption with reusable water bottles, an audit of the core curriculum to incorporate sustainability and social impact topics, and other initiatives that promote sustainable behavior by collaborating with the university’s Sustainability Director and playing an instrumental role in greening the campus and educating stakeholders on energy conservation.

A variety of social and environmental sustainability learning opportunities pervade the student experience. Student-run events have raised money for Dress for Success and Adopt-a-Family. Volunteering events include working with the Greater Boston Food Bank and Clean up the Charles. Through class projects and requirements, students have consulted for organizations such as Boston Children’s Museum, the Boston Collaborative for Food & Fitness, Timberland, and Praxair. One student especially likes the “accessibility that you have to leaders and executives of local nonprofit and social entrepreneurs in the Boston area.”

Boston University also hosts two prominent annual events focused on engaging students in social and sustainability initiatives: the Net Impact Case Competition, which draws Boston-area MBA students and is now in its 15th year, and Link Day, a one-day student consulting project with local nonprofits. These experiences inform and embody classroom lessons, putting academic theory into business practice and fusing real-world perspective with academic knowledge. The opportunities continue to expand, thanks to student initiative and support from faculty and administration. Two recent additions include the Collaborative Consulting program, a semester-long expansion of the Link Day concept, and BU on Board, a Board Fellows program for students launching during the 2010-2011 school year. As one student says, “This community of friends helps to create an inner circle of new friends who understand...your background and interests.”

The School of Management’s Feld Career Center continues to expand its support and improve the resources available to students interested in careers in nonprofit management, corporate responsibility, and environmental sustainability. In addition to three dedicated career counselors who are available for one-on-one coaching, Boston University has one corporate recruiter who is focused specifically on organizations and companies in the nonprofit, renewable energy, and social entrepreneurship sectors. All full-time students participate in a career management course, which is jointly sponsored by the faculty, the Feld Career Center, and student organizations. This professional development course is designed to assist students as they transform their personal interests into professional goals, and these goals into an MBA-level, candi-
date-driven internship and job search. Job openings are posted daily on an internal career board and corporate recruiters send regular emails to students regarding relevant openings.

Alumni are another rich resource for current students to reach out to in the fields of nonprofit management, corporate responsibility, and social entrepreneurship. In addition to the more than 800 graduates of the Public & Nonprofit Management Program, there is a vast network of BU MBA alumni pursuing careers in renewable energy and corporate social responsibility. Alumni are engaged by the career center and student clubs through monthly lunch-and-learn meetings open to all students to learn about various industries and professions in an informal setting. Additionally, the career center hosts industry-specific networking events for alumni and students to meet one another and explore career opportunities. Faculty members are also excellent and accessible resources for mentoring and advising on student career paths. One student remarks that in the program, “You have access to a plethora of leadership opportunities, alumni, and faculty who want to see you...impacting society.”

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Events
3. Career Center Job Postings

64% have been able to find a job or internship that to some degree fits with their values

n=44

THE SCHOOL OF MANAGEMENT takes a comprehensive approach focused on fusing the art, science, and technology of business, as championed by former Dean Louis Lataif, who views corporate responsibility as integral to business success. The administration appreciates the contributions of Net Impact and is receptive to the chapter’s initiatives and ideas. In 2009, the school became a member of the United Nations’ Principles for Responsible Management Education (PRME) initiative, which the Net Impact chapter proposed to the administration and worked to make a reality. Our chapter is currently working to provide a progress report to the United Nations outlining improvements made over the past year.

Net Impact also receives financial support to sponsor students to attend the annual Net Impact Conference and to host campus events. The admissions team actively recruits students for the Public & Nonprofit Management Program and makes an effort to connect prospective students with the club leaders for Net Impact, Boston University Energy, and the Public & Nonprofit Management Clubs through networking mixers during the application process. School leaders are receptive to faculty and student requests for additional electives in the area of social and environmental responsibility and recognize this as an increasing interest area among students.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 59% say they are satisfied
in extracurricular activities, 63% say they are satisfied

n=44

REASONS TO ATTEND

Boston University School of Management is a business school leader in the social impact space and an emerging leader in the environmental sustainability area. The comprehensive business curriculum and the long-time influence of the school’s Public & Nonprofit Management Program have equipped students with educational opportunities to evolve efficiently and thoughtfully into socially and environmentally aware professionals and practitioners. Additional concentrations in the health sector, IT, and entrepreneurship have become popular avenues for MBAs interested in social and environmental impact careers. MBA students are provided with the foundational elements to support effective management as well as the specialized leadership skills to build and direct sustainable enterprises.

School of Management students are taught by and have access to many prominent leaders (both academic scholars and executives-in-residence) in the area of so-
social and environmental impact. The career planning programs and support personnel dedicated to sustainability industries and job functions ensure graduates long-term support and success. The high concentration of nonprofit and educational institutions in Boston, combined with the extensive Boston University alumni network and vibrant international community, expand the school’s ability to impact local, national, and international business practices and belief systems. Students should consider an MBA from the Boston University School of Management if they want the flexibility to pursue social impact and sustainability career paths in any industry or function—confident in the fact that the MBA program is both well-grounded in excellent learning opportunities and constantly innovating its programs.

Regarding preparation for ethical and socially responsible leaders:

- **33%** strongly agree that Net Impact members are **adequately prepared** for socially responsible leadership
- **Under 10%** strongly agree that all students are **adequately prepared** for socially responsible leadership

n=44
The Heller School for Social Policy and Management MBA is a unique program at Brandeis University. The school’s motto is “Knowledge Advancing Social Justice” and that vision is embodied in the entire graduate program, including the MBA curriculum. Nearly all students in the program have come to Heller with a vision of learning to better manage for a social mission.

All students choose a concentration in one of the following areas: social impact management; children, youth and families; health care; aging services; social policy; and sustainable development. These concentrations allow MBA students to follow a specific track for their electives. One student describes Heller’s curriculum as a “unique blend of practical tools for business and management with social justice and policy issues.” Heller students can also cross-register at the International Business School at Brandeis to take more specific management courses and electives (see next paragraph). In the summer, many Heller MBA students also get involved in team consulting projects with local clients. All of these consulting projects have a social orientation to their scope.

The MBA program at Brandeis International Business School (IBS) offers a concentration in Socially Responsible Business that not only provides grounding in conceptual frameworks for understanding business strategy in global markets, training in finance, accounting, strategy, economics, marketing, organizational behavior, quantitative methods, and best practices, but also frameworks for evaluating how leading companies can enhance the positive impact that their businesses have on society and the environment. At IBS, issues are addressed in a global context, so this concentration is referred to as the “Global Green MBA.” Electives include Business and the Environment, Corporate Fraud, Business Dynamics, Non-Market Strategy, Investing in Energy, and Managing the Triple Bottom Line. The Global Green MBA is for students who want to explore the tradeoffs between social, private economic, and environmental goals and who want to determine how businesses can be managed to achieve higher social impact, sustainability, and stakeholder relations. Most students also take on summer internships around the world.

In both schools, the MBA program is extremely diverse, with a majority of the students from around the globe who have worked in the nonprofit, public and for-profit sectors. In the past few years, an increasing number of students have become interested in hybrid organizations and CSR careers in the private sector.
For business students looking to branch into either the nonprofit sector or for-profit sector with a focus on social/environmental issues, Brandeis is an ideal place to be. MBA students at Brandeis can take advantage of both Heller School Career Services, which focuses on socially-oriented work and career skills, and IBS Career Services, which focuses on careers in management and finance. Perhaps most exciting is the fact that the Career Services staff are incredibly supportive of and actively engaged with Net Impact. At both schools, Career Services offer a large range of support programs like mock interviews, resume and networking workshops, and sector-specific information sessions. Panel discussions, guest speakers, and recruiters are also brought to campus to expose students to broader networks, new information, and career opportunities.

While there are no loan forgiveness programs or funds to support students pursuing nonprofit internships, the MBA programs at Brandeis do offer an unparalleled amount of financial aid. There are grants specific to applicants from Americorps, the Peace Corps, USAID, Fulbright, and other organizations.

84% are satisfied with the number of extracurricular offerings around social or environmental issues

40-60% of the student body is involved in extracurricular activities related to social or environmental issues

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Job Postings
3. Career Center Events

65% have been able to find a job or internship that to some degree fits with their values
ADMINISTRATIVE SUPPORT

Administration and leadership at both the Heller School and IBS are very supportive of Net Impact. With the Heller MBA Program Director and the IBS Executive Director of Development and External Affairs as the chapter’s faculty advisors, the leadership team has strong allies at Brandeis and has had the opportunity to guide and influence leadership in the program. As one of the most prominent student clubs at both schools, Net Impact is well-regarded and supported. Even in difficult financial times, administrators at both schools have prioritized funding for the chapter’s activities.

Leadership at both Heller and IBS recognizes the symbiotic and mutually beneficial relationship between the schools and the Net Impact chapter and, as such, supports the growth of the chapter without question. As the MBA programs grow into new areas, with new concentrations in Social Impact Management and Socially Responsible Business, Net Impact professional development and networking opportunities strengthen the programs’ abilities to offer tangible services to the student body.

REASONS TO ATTEND

The Heller School’s areas of greatest strengths include nonprofit management, international development, social entrepreneurship, and social and health policy. As one student says, “Heller is well-known for its programs in both social policy and sustainable development, which are integrated excellently into a unique MBA program unlike any other in the United States.”

The International Business School’s areas of greatest strengths are global management and finance, with a focus on globalization and the international dimensions of business, economics, governance, and finance. The Global Green MBA is a new program concentrating on tools and frameworks that help companies evaluate how to enhance the sustainability of their businesses and their impact on the economy, society, and the environment.

If a student is looking for a program where they can gain core management skills, yet be in an environment where nearly every student shares their values, Brandeis is an ideal choice. The MBA program at both schools is small, which affords a great deal of professor-student interaction and a tremendous opportunity for students to shape the future of the program and curriculum.

Prospective students should know that the Heller MBA admissions staff looks for individuals who are devoted to “managing for a social mission,” while the IBS MBA admissions staff looks for individuals who have international experience and have demonstrated passion and initiative.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 90% say they are satisfied

in extracurricular activities, 90% say they are satisfied

n=31

Regarding preparation for ethical and socially responsible leaders:

48% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

42% strongly agree that all students are adequately prepared for socially responsible leadership

n=31
Though the core curriculum of the MBA – MSPPM dual-degree program between the Tepper School of Business and the Heinz College at Carnegie Mellon University (CMU) does not have a specific corporate social responsibility focus, new courses on sustainable business and sustainable operations are being added to the curriculum. Several of our members are active participants in these curriculum review efforts. Both programs are extremely customizable, enabling students to tailor their program to meet their specific social interests and goals.

In the first three quarters of the MBA program, all students are required to take a core set of coursework, establishing a foundation in business skills. This foundation includes a course in business law and ethics and a course in business-government interaction. One student observes that through core requirements such as these, “Tepper’s analytical emphasis prepares students to be thorough and concise decision-makers throughout their careers.”

Subsequently, students are free to customize their degree with as many electives within or outside the business school. Students are required to complete a total of 192 credit hours, with each course counted as six hours. In addition, each student must complete electives in strategy, quantitative analysis, organizational behavior, and IT as requirements for graduation. This course structure allows students to take coursework in sustainable development, environmental engineering, and policy, among other choices, from one of the many schools within the university. This includes courses offered by, but not limited to, the School of Public Policy and Management at the Heinz College, the College of Engineering, and the School of Architecture. Many courses have social and environmental themes. One student comments favorably, “cross-campus learning is very easy and the entire university is progressive in social and environmental awareness.”

In particular, the Tepper School has several professors who focus on the areas of environmental issues and ethics. These faculty members often offer coursework cross-listed at more than one school, which allows for a wide set of viewpoints to be represented in class discussions and during group projects. Collaboration and cross-communication is definitely a prominent underlying trend observed throughout CMU.

The university has several student clubs that have eagerly partnered with the CMU Net Impact Chapter to give their activities a more socially relevant spin and to gain access to a wide array of Net Impact specific opportunities. This past year, the chapter added several key events to its agenda.

Members have recently presented a tutorial on composting and recycling to the Tepper School and are coordinating on and off-campus tours of green buildings and sustainable developments.

Throughout the spring, members participate in pro-bono consulting projects for local nonprofits and governmental entities. These projects are usually strategy-oriented and sometimes have a high political profile. This initiative is jointly sponsored by CMU Net Impact and the Consulting Club, with advisory help from McKinsey.
& Company’s Pittsburgh office. This is the chapter’s most popular program and one that directly demonstrates how social impact and the business world fit together. Our club also partners heavily with other clubs for speaker events and activities, such as CEO and COO Roundtables with the Tepper Marketing Club and Entrepreneurship and Venture Capital Club, as well as new organizations such as the Social Incubator and the Student Consulting International Organization (SCIO).

As part of the drive to increase greening practices in preparation for World Environment Day in June 2010, during which Pittsburgh was the North American host city, CMU Net Impact joined forces with the CMU Green Practices committee and the Sustainable Earth undergraduate student organization to ensure a collaborative and unified effort. In order to increase cross-campus collaboration, the CMU Net Impact Chapter expanded membership to include the School of Public Policy & Management at Heinz College in 2009 and continues to reach out to current and prospective students from each school.

The chapter has also led efforts for several new initiatives and projects. In particular, our chapter coordinated and hosted a case competition in fall 2009 and led and developed a curriculum for the SAGE initiative, a high school business plan program, working with area charter high schools in downtown Pittsburgh. Our chapter also participated for the first time in the University of North Carolina’s Sustainable Venture Capital Investment Competition in March 2010, as well as the One Laptop Per Child Global Case Challenge, at which one of CMU’s teams was awarded the top national prize. CMU Net Impact intends to continue building awareness of sustainable career opportunities, and remain active in corporate and nonprofit efforts in the area of social and environmental responsibility.

This year, the CMU Net Impact Chapter worked closely with the Tepper Career Center to innovate several new ways for students to find jobs with a social or environmental focus. The chapter continues to encourage the career center to host more recruitment presentations by nonprofits and environmental organizations, as well as high-profile business leaders and entrepreneurs with a passion for sustainability. The chapter also continues to post internship, part-time, and full-time opportunities that are collected from various sources. For fall 2010, the chapter is assessing the potential for a Sustainable Career Fair in Pittsburgh in partnership with other chapters and regional and national organizations.

Due to CMU Net Impact’s ability to disseminate information to a large group of students with social and environmental interests, several nonprofits, faculty, and staff have approached the chapter with publication opportunities. The chapter is also currently working with the career center, student services, and an associate dean to construct an internship fund for individuals accepting unpaid or low-paying internships. The Tepper School, and CMU as a whole, has a very strong reputation for thought leadership in sustainability and green practices. While the majority of on-campus recruiting tends to focus on the financial and operations excellence of the school, the growing CMU Net Impact Chapter has helped to place many students this year in sustainability-focused roles and entrepreneurial ventures, a trend the chapter intends to build on.

At the Tepper School, student clubs are given a tremendous amount of support by the school administration. Each organization has one representative from student services and one representative from the career center. In addition, the Graduate Business Association assigns a student officer as a budgetary representative to each organization. These representatives largely assist in planning upcoming events to ensure there are no conflicts with other groups. Secondly, these officers channel all budget requests and publicity announcements through centralized online portals that allow for easy tracking and coordination. All of these centralized services allow CMU Net Impact to focus on the mission of the club without wasting excessive time on administration and logistics. Furthermore, the administration supports the extension of chapter activities into everyday operations at the Tepper School. For example, the chapter will sponsor composting during the new student
orientation this fall and hold a small training presentation for the entire first-year student body on the school’s green practices. The administration supports these activities so that new students respect the resources and goals of the school.

## REASONS TO ATTEND

In sum, the CMU Net Impact Chapter is growing rapidly with enthusiastic membership and new opportunities in social, environmental, career and economic impact initiatives. The chapter provides the flexibility to help each student pursue their interests. Those joining the organization have the opportunity to seek out individual goals and take on leadership roles from the very beginning. CMU Net Impact’s on-campus presence has increased tremendously over the past three years and is plugged into several communication channels and organizations that provide members with a heightened connection to the rest of the CMU campus and the Pittsburgh region. The chapter’s unique dual-school model, including graduate student members from both the Tepper School of Business and the School of Public Policy at Heinz College, allows it to connect to a much wider breadth of experience and opportunities than either school could do alone. Furthermore, its pro-bono consulting program allows students to gain tangible experience partnering with a premier consulting firm and to demonstrate the ability to drive objective results in the social realm. This coming school year, CMU Net Impact has several new initiatives and projects percolating. From career development (in the form of roundtables, case competitions, pro-bono consulting, and networking events) to social engagement (in the form of mentorship programs and greening volunteer opportunities), it is purposefully planning events that add value to the graduate school experience. At the same time, CMU Net Impact is educating members to be responsible social citizens and leaders. The chapter’s goals reflect the school’s desire to have its students succeed. As one student says, “the Tepper School has realized that leaders of tomorrow will face numerous social and environmental challenges, and is refining its program to prepare students to be successful in this changing business world.”

5000 Forbes Avenue, Pittsburgh, Pennsylvania 15213, USA • Phone: +1 412-268-2269
http://tepper.cmu.edu/
The Weatherhead School of Management strives to integrate sustainability into all its efforts and has named Sustainable Enterprise, an educational theme focused on turning global, environmental, and social issues into core value-creation opportunities, as an interdisciplinary initiative. Combined with the school’s other interdisciplinary initiative and focal point—Manage by Designing, which is an effort to teach students how to sketch new alternatives, see through problem situations, overcome traditional boundaries, and prototype ideas—Weatherhead is at the forefront of innovative thinking in management education.

For two years, the school has been redesigning its curriculum to incorporate sustainability as a core component of the Weatherhead experience. Today, the one-year, six-credit Institute for Sustainable Value is the flagship piece of the effort, and it includes an experiential learning segment in which students work directly with companies in Northeast Ohio to develop sustainable practices that add business value.

Meanwhile, about half of Weatherhead’s core courses now include components of sustainability, and many electives have adapted sustainability as well. The school’s classes on sustainable operations and the Appreciative Inquiry certificate program are especially noteworthy. As the birthplace of Appreciative Inquiry, Weatherhead maintains relationships with leading companies in sustainability—such as Fairmount Minerals—and is the seat of the U.S. Network of the United Nations Global Compact.

Weatherhead’s Fowler Center for Sustainable Value is the hub of Weatherhead’s sustainability-related efforts. The center customizes curriculum supplements for professors seeking more sustainability in their coursework, and the staff is also working with the school’s Net Impact chapter to develop a student experience that more holistically addresses sustainability at home, at work, in values, in the classroom, through speaking engagements, and via extra-curricular experiences. This work involves connecting Weatherhead students with businesses and offering students more opportunities for sustainability-related research.

As a supplement to the curriculum, Weatherhead attracts some of the biggest names in sustainability for speaking engagements. The 2009 Global Forum for Business as an Agent of World Benefit included heavyweights such as the Earth Institute’s Jeffrey Sachs, Biomimicry expert Janine Benyus, architect Bill McDonough, designer Bruce Mau, Interface’s Ray Anderson, Cleveland Clinic CEO Toby Cosgrove, and IDEO’s Peter Coughlan. The Fowler Center Speaker Series, launched in 2010, will bring leading speakers in the field to Weatherhead regularly. Darcy Winslow of Nike, Inc., was the inaugural speaker in April.
students with the chapter and with corporate citizenship in action, as well as to promote early interaction between graduating classes.

This year, the chapter helped facilitate the career and educational development of its members by organizing a trip to the national Net Impact Conference. The chapter also hosted its inaugural Sustainability Career Explorer event where students engaged in round-table discussions with local professionals, and sent a team to compete in the final round of the Net Impact case competition.

In addition, the chapter has partnered with regional chapters in Northeast Ohio and professional organizations to hold an event to stimulate dialogue between universities and local firms. Net Impact CWRU also initiated a Board Fellows program by placing a student with a local nonprofit to gain experience in nonprofit governance. This is a program the chapter hopes to strengthen in the coming years.

In campus, the chapter has engaged with the Fowler Center for Sustainable Value to enhance the integration of social and environmental impact themes into the MBA curriculum. The chapter also partnered with local companies to host a zero-waste tailgate event to involve students in the university community and highlight innovative ways to practice responsible consumerism. Net Impact CWRU has also been active in the community, participating in the university’s community service initiatives and acting as a co-founder and cornerstone member of the Weatherhead Community Service Committee.

The Weatherhead Career Development Center (CDC) provides resources and personalized service to satisfy individual career needs, including careers in sustainability. The CDC offers a list of websites and job boards specific to careers in sustainability. In addition, they have identified an increased interest in sustainability from the student population and, as a result, hosted a career roundtable discussion, co-hosted by Net Impact, which included prominent alumni that work in sustainability. Graduate students also have access to the alumni directory and can request contacts that work in nonprofit management, entrepreneurship, sustainability, etc. In addition, the CDC has designated a career counselor who is a member of Net Impact and acts as the sustainability expert within the office. Fellowship and internship opportunities are available for students interested in working with nonprofit organizations during the summer, such as the Cleveland Clinic and Medworks. An energy fellowship with the School of Engineering has also been founded. The CDC promotes the Climate Corps Program and attends and provides financial assistance to students interested in participating in the Net Impact Conference. Finally, the CDC partners with The Fowler Center for Sustainable Value, Weatherhead’s core graduate educational center focused on sustainable value and Appreciative Inquiry, to help fund students to participate in the Net Impact case competition, identify job opportunities, and hire student talent to work under our Executive Director, Roger Saillant.

The administration at Weatherhead, along with the faculty, is highly engaged in infusing the MBA curriculum with modern approaches to management education. This effort is evident from the newly developed, distinctive interdisciplinary initiatives of Sustainable Enterprise and Manage by Designing. These initiatives are interlaced throughout the student experience and applicants with stated interests in these realms are highly desirable.

In addition to forging a next-generation curriculum, the school’s administration has been very receptive to student-led initiatives to reinforce the student experience through extracurricular involvement. The administration provides support for student-driven projects in the form of club budgets and additional funding for special events. Net Impact CWRU gained financial support from the administration beyond our budget to help students attend the national Net Impact Conference and to compete in the 2010 Net Impact Case Competition. The administration also helps facilitate successful club events and initiatives by directing the school’s human capital and infrastructure resources where needed.
With a strategic focus on the interdisciplinary initiatives of Sustainable Enterprise and Manage by Designing, Weatherhead is at the forefront of modern management education. In addition to a strong foundation in traditional skill-sets, these new curricular programs will prepare students to use business innovation to address the complex social and environmental problems facing today’s rapidly changing world. The Net Impact CWRU leadership team views the chapter as the perfect complement to these educational initiatives through its leadership in promoting extra-curricular student engagement focused on addressing social and environmental issues.
THE CHEUNG KONG MBA PROGRAM

The Cheung Kong MBA Program combines leading business faculty and knowledge to provide a global business education focused on China. The core curriculum currently contains all the fundamental business school elements, but does not have social or environmental themes. Discussion of social and environmental themes depends on professors’ personal values and are infrequently part of class discussions. Economics courses have some discussion of economic externalities on the environment. Similarly, with the exception of the Business Ethics and Confucian Humanism courses, the program does not offer many electives that incorporate social or environmental themes at this time. However, the school hosts many open lectures for students and allows them to audit classes in the Finance MBA program. Students in the Net Impact chapter are involved in incorporating these themes into the program despite the student body’s current lack of awareness on such topics. Noteworthy faculty members include Professor Li Wei, who heads the Center for Responsible Business, as well as visiting faculty member Tu Weiming, a leader in social and environmental issues. The Associate Dean is also fairly supportive and is willing to support the introduction of social and environmental electives provided there is demand from the student body.

STUDENT ACTIVITIES

Students in this part of the world still see social and environmental issues as wholly an NGO or nonprofit issue. As such, Net Impact is largely seen as an organization primarily linked with philanthropy and nonprofit volunteerism. The link between the Net Impact movement and business is weak. Despite this general impression, the school’s leadership has explicitly emphasized the importance of being a contributing stakeholder in society. Most speeches by the Dean incorporate ideas of responsible business leaders, and the leaders of the Net Impact chapter have been making an effort to change the curriculum to reflect these topics. In fact, Net Impact members organized a charity auction to raise money to support a local school. However, on a program level, these issues are not explored or taught.

CAREER SERVICES & ALUMNI

The school provides career services to students through its Career Management Center and four dedicated staff whose focus is supporting students in finding a job. Furthermore, the school organizes a variety of career talks and relationship building events, some of which have a corporate social responsibility focus.
The program has an excellent faculty that includes many leading researchers in their respective fields. The faculty is mainly composed of bilingual academics recruited from top American business schools that have a personal interest in research or teaching in China. Students who are interested in how China and the developing world perceive social and environmental themes amidst developmental priorities will be aptly provided with a challenging environment. Beijing is host to a myriad of carbon trading and sustainable energy companies, providing numerous opportunities for the Chinese-speaking student to reach out to the clean energy industry.

---

3F, Tower E3, Oriental Plaza, 1 East Chang An Avenue, Beijing 100738, China • Phone: +86-10-85188552
Email: contact@ckgsb.edu.cn • http://www.cheungkong-gsb.com/
The primary mission at Claremont Graduate University’s Peter F. Drucker and Masatoshi Ito Graduate School of Management (the Drucker School) is to train students to become effective managers and ethical leaders. Peter Drucker’s extensive body of work on ethics and the value of human capital is at the core of the school’s teachings. Students are encouraged to pursue a well-rounded and diverse education which emphasizes the belief that management is a liberal art. The flexible curriculum also allows students to pursue social, environmental, and ethical themes in courses at the Drucker School, the Claremont Graduate University, and seven other surrounding Claremont Colleges and Universities.

The Drucker School has signed on to become an initial and leading member of Principles for Responsible Management Education (PRME), in conjunction with The Association to Advance Collegiate Schools of Business (AACSB) and the United Nations Global Compact. This signifies the School’s commitment to become a pioneering institution by leading the effort to reshape management education to reflect the principles of sustainability and social responsibility.

The Drucker School’s class offerings include many groundbreaking and innovative courses related to social and environmental themes, with new additions to the course catalog in the area of sustainability. Perhaps the most exciting is The Drucker Difference, where the entire core faculty converges to co-teach a course that addresses the major individual, organizational, and societal issues that managers face in the 21st century. The quality of student interaction with faculty and staff, the strength of the creative Executive Management Program, and the development of the Drucker Institute have all recently been recognized as best practices by leading national organizations. A current student comments that the “wide range of programs thoroughly prepare you for business life with integrity and the knowledge to succeed.”

The administration and faculty members are very supportive of students pursuing dual degrees in areas such as politics and economics, behavioral and organizational sciences, financial engineering, arts and cultural management, and global health care management. The administration at the Drucker School is also enthusiastic in providing guidance for students pursuing joint degrees outside of the “management” realm, which include fields such as Women’s Studies or Education.

The Drucker School Net Impact Chapter started in 1999. In 2004, it received the Chapter of the Year award along with the chapter at Dartmouth’s Tuck School of Business. Though smaller than many chapters, its members are dedicated and passionate about the issues of sustainability and corporate responsibility.

The Drucker School has been active in multiple national case competitions. It won the University of Colorado Leeds School of Business Net Impact Case Competition in February 2009 and was again a finalist in 2010. The school made the semi-finals of Net Impact’s Walmart Better Living Business Plan Competition in April 2009, hosted a regional round in 2010, and provided a team that made it to the semi-finals. In addition, the chapter was represented at the Net Impact Conference at Cornell, the California Microfinance conference, as well as several local conferences related to sustainable business practices. The chapter manages a speaker series, which
cultivating human potential
the drucker school

mba
executive mba
fully-employed mba
financial engineering

jd/mba
arts management
ma public health/mba
ma politics economics & business

www.drucker.cgu.edu

The Peter F. Drucker and Masatoshi Ito Graduate School of Management
1021 North Dartmouth Ave., Claremont, CA 91711
T 909.607.7811 E drucker@cgu.edu www.drucker.cgu.edu

today's certainties, always become tomorrow's absurdities. —Peter F. Drucker
The Office of Career Management (OCM) staff is dedicated to the Drucker School and its accessibility to students is superb. Due to the fairly small size of the student body at the Drucker School, OCM is available to meet directly with students to coach and arrange contacts with Net Impact-related employers.

The OCM is also a sponsor of the Alumni Mentor Program, which matches current MBA students with a Drucker alumnus in their field of interest. This has been a valuable resource for current students due to the large number of mentors who are practicing socially responsible values in their careers. In addition to this program, OCM offers workshops such as resume building, interview preparation, and skills assessment.

The Drucker School has also partnered with Experience, Inc., Vault, and NACElink to provide students access to relevant career-related materials and information. Since Claremont Graduate University is part of the Claremont Consortium, students are also welcome and encouraged to attend the “5 C’s” career center workshops and conferences.

Prominent Alumni

Martha Groszewski (2012) - CFO, Griplock
Jace Kennedy (2010) - CEO/Owner, Power Sol Energy
Michael Crooke (2008) - CEO, Prana Living LLC
Geoff Smart (1998) - Chairman & CEO, ghSmart & Co.
Rajiv Dutta (1982) - Director, Palm

The Dean of the Drucker School, Ira Jackson, has a long track record of success related to the themes and principles of Net Impact. Additionally, he is a huge supporter of Net Impact because it closely aligns with the mission and vision of the Drucker School. The highly prolific faculty and administration have been able to utilize their resources and networks to benefit the Drucker School Net Impact Chapter. A current student recalls that “the access and support of faculty, staff, and the administration [was] the best that I could find.”

Drucker’s admissions department offers generous fellowships to prospective students who have displayed social and environmental responsibility in their respective careers and extracurricular activities. The Doris Drucker Fellowship is a new scholarship program that rewards exceptional female applicants who have already shown leadership and Net Impact-related values in society and in their community.

The Dean of the Drucker School, Ira Jackson, has a long track record of success related to the themes and principles of Net Impact. Additionally, he is a huge supporter of Net Impact because it closely aligns with the mission and vision of the Drucker School. Consequently, it places a strong emphasis on values-based education, innovation, and multi-disciplinary approaches. Consistent with the teachings and writings of Peter Drucker, the father of modern management, the school treats management as a liberal art. In every MBA class, students are taught to evaluate every stakeholder of society, not just the shareholder. The Drucker School’s core competency is training its students in the art and science of becoming effective managers and ethical leaders.

The Drucker School is a good choice for prospective
students who are pursuing an MBA program that encourages students to ask the big, pressing questions in today’s society. The Drucker School’s classes are very diverse and intimate, and students get one-on-one access to world-class faculty. A student adds, “You will never be considered as a number at the Drucker School. The administration truly takes the time to get to know each student and treats us all as individuals.”

The Claremont Graduate University environment is multi-faceted and its academic reputation is well-respected. The program curriculum is focused largely around social themes, yet is quite flexible for the student who wants to explore his or her main area of interest. Due to its small size and dedicated faculty and administration, the Drucker School is able to provide students with the specific resources they need to achieve their academic and professional goals.
Clark University is one of 13 colleges and universities in Worcester, Massachusetts, but it stands out for its commitment to both local and global engagement through service, activism, and research. Clark University’s motto “Challenge Convention, Change the World” is evident not only through the global focus of its curriculum, but also the diverse student and faculty population.

Clark University Graduate School of Management (GSOM) offers several degree programs that are focused on social and environmental impact: an MBA in Social Change, an MBA/MA in Environmental Science and Policy, and an MBA/MA in Community Development and Planning. All of these programs combine classes from GSOM with classes in the Graduate Department of International Development, Community and Environment (IDCE). The core MBA curriculum examines corporate social responsibility and environmental sustainability in several of the required course curricula, including Business in Society, International Management, and Operations Management. Within the MBA program, there has also been course development around social and environmental responsibility, with regular elective course offerings in Green Business Management, Greening the Corporation, Social Entrepreneurship, and Nonprofit Accounting. As an example of the practical applications of this coursework, students in the Greening the Corporation course develop sustainability plans for local businesses in the surrounding community.

Several faculty members at GSOM are interested in social and environmental impact topics, publishing research in related areas such as Base of the Pyramid (BOP) strategies and green supply chain management. While not all of GSOM’s faculty are engaged in this field, it appears to be a growing topic of interest to the administration. Students are also able to take courses in IDCE that focus on topics such as microfinance, nonprofit management, development theory, sustainable consumption and production, grant writing, and many others.

The Clark University Graduate Net Impact Chapter formed in spring 2010, becoming the newest of the student groups in GSOM that focus on involving students in knowledge sharing, career development, and social networking outside the classroom. The chapter works in four main focus areas: international development, nonprofit management, environmental sustainability, and CSR and social entrepreneurship. In the past semester, the chapter collaborated with other student organizations within GSOM including the GSOM Student Council, the Finance Association, and Clark Women in Business. The chapter also collaborated with other groups in the Clark community, such as Clark University Environmental Sustainability (CUES), the Innovation and Entrepreneurship Program, as well as organizations in the Worcester community, such as the Regional Environmental Council (REC) of Worcester, the YWCA of Central Massachusetts, and the Boys and Girls Club.

Activities during the chapter’s inaugural semester included a chapter kickoff open house, a Fair Trade Forum with Autonomie Project (a fair trade apparel and shoe company based out of Boston, MA), and the Green Run, a 5K community road race that supported the REC. The chapter also launched a Board Fellows program and participated in a Sustainability Fair in which Clark University’s Climate Action Plan was unveiled to the campus.
Develop the skills required of business leaders in the 21st century.

Clark University offers an ideal East Coast location with easy access to Boston and New York City; meaningful collaboration with a world-class faculty known for its industry experience and groundbreaking research; and a diverse and talented student body from all over the world with undergraduate majors ranging from economics to sociology.

- Master of Business Administration
- MBA in Social Change
  - Environmental Policy
  - Social Entrepreneurship
  - Community Development
  - International Development
- MBA/MA in Community Development & Planning
- MBA/MA in Environmental Science & Policy
- Master of Science in Finance

Information on admissions, application deadlines, tuition, and financial assistance can be found at www.clarku.edu/gsom.

Visit www.clark.edu/gsom or call 508.793.7406
As mentioned, GSOM’s core curricula are increasingly focused on issues of social and environmental impact, primarily through stronger collaboration between GSOM and IDCE. GSOM offers many unique opportunities to learn in a global environment, supported by an internationally diverse student body that generates a truly cross-cultural exchange of ideas.

Although GSOM is firmly committed to the development of programs related to social and environmental impact, potential applicants should recognize that these cross-departmental initiatives are still in the formative phase. While programs in their infancy provide some challenges, opportunities exist to both contribute to the programs’ development and to provide input. The Clark University Graduate Net Impact Chapter, the chapter expects their relationship with the administration to strengthen as members continue to find areas for collaboration.

Prominent Alumni

Steven Collins (2008) – Contract Budget Analyst, Management Sciences for Health

The Stevenish Career Management Center offers general assistance in resume writing, interview preparation, personal branding, and other career search skills. The MBA and Master of Science in Finance Career Source database features internship and employment opportunities for students which increasingly surround topics related to social and environmental responsibility. The Stevenish Career Management Library provides access to recent publications related to careers in nonprofits, green business, and socially responsible investing. Students completing nonprofit internships are able to apply for financial support to offset the costs associated with unpaid internships.

As we move toward an increasingly global society, the GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social, environmental, and sustainability issues. The advent of the MBA in Social Change, as well as dual degree programs (MBA/MA) in collaboration with the Department of International Development, Community and Environment are evidence of this new commitment. The admissions team at GSOM continues to look for innovative ways to enhance these programs by offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni, and expanding their presence at graduate fairs through partnerships with organizations like Idealist.

As we move toward an increasingly global society, the GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social, environmental, and sustainability issues. The advent of the MBA in Social Change, as well as dual degree programs (MBA/MA) in collaboration with the Department of International Development, Community and Environment are evidence of this new commitment. The admissions team at GSOM continues to look for innovative ways to enhance these programs by offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni, and expanding their presence at graduate fairs through partnerships with organizations like Idealist.

Current students in these programs gather in regular meetings to reinforce the social and environmental topics studied in the classroom. Through these meetings, students are able to engage with alumni and other speakers working in relevant fields ranging from industrial ecology to affordable housing.

The administration has been extremely supportive of the launch of the Net Impact chapter, seeking opportunities to advise and advance its mission. Although this is the initial year of the Clark University Graduate Net Impact Chapter, the chapter expects their relationship with the administration to strengthen as members continue to find areas for collaboration.

As we move toward an increasingly global society, the GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social, environmental, and sustainability issues. The advent of the MBA in Social Change, as well as dual degree programs (MBA/MA) in collaboration with the Department of International Development, Community and Environment are evidence of this new commitment. The admissions team at GSOM continues to look for innovative ways to enhance these programs by offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni, and expanding their presence at graduate fairs through partnerships with organizations like Idealist.

Reasons To Attend

As we move toward an increasingly global society, the GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social, environmental, and sustainability issues. The advent of the MBA in Social Change, as well as dual degree programs (MBA/MA) in collaboration with the Department of International Development, Community and Environment are evidence of this new commitment. The admissions team at GSOM continues to look for innovative ways to enhance these programs by offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni, and expanding their presence at graduate fairs through partnerships with organizations like Idealist.

As we move toward an increasingly global society, the GSOM administration has recognized the need to prepare students as global leaders ready to use innovative ways to tackle social, environmental, and sustainability issues. The advent of the MBA in Social Change, as well as dual degree programs (MBA/MA) in collaboration with the Department of International Development, Community and Environment are evidence of this new commitment. The admissions team at GSOM continues to look for innovative ways to enhance these programs by offering financial assistance to AmeriCorps, Peace Corps, and City Year alumni, and expanding their presence at graduate fairs through partnerships with organizations like Idealist.
The curriculum at Colorado State University’s Global Social and Sustainable Enterprise (CSU GSSE) program was created for the purpose of finding sustainable business solutions to the problems facing our world. Every one of our classes, from accounting to finance to marketing, is taught with a focus on applying the typical MBA concepts to people in developing countries at the base of the economic pyramid (BOP), or to finding entrepreneurial solutions to environmental problems. Our coursework revolves around the creation of business enterprises that provide both social and environmental payoffs in conjunction with profit. The CSU GSSE program is three semesters of study in Colorado, with the summer spent doing fieldwork and research for students’ enterprises. The summer work is a core differentiator that few programs can match. It allows students to take theory into the field, meeting the people that their business hopes ultimately to benefit. CSU GSSE student ventures are working all over the world including Mexico, Peru, Nepal, India, Cambodia, and several other countries. Students graduate from the CSU GSSE program with knowledge of current managerial and entrepreneurial tactics, experience implementing ventures in foreign countries, and an education steeped in a focus on social and environmental concerns.

This year, students have been exposed to numerous leading researchers and business people in sustainability, including Andrew Hargadon out of UC Davis, sustainability officers from both Patagonia and Timberland, and Bill Krammer, a leading BOP researcher. Fort Collins is home to many innovative businesses that work closely with the university to expose students to the latest practices being created in the professional world. Additionally, CSU is positioning itself to be a green university focused on innovative research, design, and implementation of game changing technologies.

Prospective students interested in using business for social and environmental impact will find plenty to do on campus. CSU has several sustainability-focused programs, including the School of Global Sustainability and the Center for Fair and Alternative Trade. Currently, Net Impact CSU is working with all the schools on campus to pool collective resources and better combine efforts. Net Impact CSU will be hosting a networking reception in mid-May to bring together graduate students from around campus who are researching sustainability and introduce them to business students for the purpose of creating opportunities for collaboration. Net Impact CSU is also a contributing member in organizing the new Student Environmental Leadership Network so that all environmental programs and services will be gathered under one roof. Lastly, Net Impact CSU is working closely with several professors to create a framework for collaboration and team formation between business students, scientists, and engineers so that the best CSU technology gets to market and creates the positive change it is capable of and designed to do.
Career resources are still being developed for the CSU GSSE program. Although there are not many traditional resources, the faculty has many contacts throughout the sustainability world and offers their services liberally. The best resource students are given is summer work. Many nonprofits and development organizations are recruited to partner with students’ teams. CSU GSSE teams have worked with many top-notch groups such as Hernando Desoto’s ILD institute, Paul Polak’s Design Revolution, and Libby Cook, founder of Wild Oats and Sunshine Organic Market. The CSU GSSE program is for entrepreneurs, and while the staff doesn’t focus on getting you a job in a fortune 500 company, they will introduce you to many cutting-edge people working to create tomorrow’s best solutions. If you like to impress and earn your own way, then CSU GSSE’s connections will be perfect for you.

ADMINISTRATIVE SUPPORT

The administration at CSU is dedicated to supporting CSU Net Impact as well as social and environmental activities. Specifically for CSU Net Impact, they have offered funding, counsel, and publicity. The College of Business’ motto is “Make a Difference.” The administration shows its dedication to living that motto by creating programs like the CSU GSSE and supporting student work by traveling to visit their projects in the field.

REASONS TO ATTEND

The Global, Social, and Sustainable Enterprise Program at Colorado State University is the place for any student with energy, ideas, and a desire to make a difference. The CSU GSSE program is focused on solving problems through profitable business solutions. As a student, you will be exposed to leaders in the social and environmental sustainability industry. The program is fresh and young, allowing the student to have a part in crafting outcomes and learning priorities. You will be pushed to define your vision for a fair and sustainable world, pursue your passion, and create your own solutions. If that excites you, please come join CSU GSSE!

1201 Campus Delivery, Fort Collins, CO 80523, USA • Phone: +1 970-491-6937 • Email: biz.colostate.edu
http://www.biz.colostate.edu/
Columbia Business School’s Individual, Business, and Society (IBS) curriculum has integrated social and environmental issues into every core course, as well as student orientation. Topics explored include: “How should an energy company proceed when faced with serious environmental and political issues in a developing country?” during student orientation; “How should managers evaluate the economic and social benefits of socially responsible investment?” in a finance class; “How do leaders inspire others to be ethical and what happens when leaders fail to inspire?” in a leadership class; and “Should fairness enter a firm’s pricing and marketing decisions?” in marketing.

Columbia is very responsive to student interests in its elective offerings. Electives that address social and environmental issues cover many functional areas including business economics, finance, management, marketing, and operations. Classes include Doing Well By Doing Good, Finance and Sustainability, Business in Society, Social Entrepreneurship: A Global Perspective, The Private Sector and International Development, Strategic Philanthropy, Board & Nonprofit Management, Education Leadership, Global Marketing Consulting for Social Enterprise, and more. In addition, new courses are being developed in the areas of small and medium enterprise development and energy.

It is important to note, however, that the school focuses on teaching excellence rather than expanding its course offerings at the expense of quality.

Courses are taught by leading faculty—both research faculty and adjuncts who are leaders in their field. Electives related to social and sustainable themes are highly sought after, which is reflected in the course bidding system and average enrollments.

MBA students work with Columbia CaseWorks and faculty to write cases, develop course syllabi, and provide feedback in curricular focus groups. Students also work with faculty to write introductory papers which are distributed to all entering students on the topics of CSR, governance, and values-based leadership.

Relevant programs and centers include the Social Enterprise Program (public and nonprofit management, international development, social entrepreneurship, CSR and sustainability); the Sanford C. Bernstein & Co. Center for Leadership and Ethics (governance, CSR, and values-based leadership); the Eugene Lang Entrepreneurship Program (creating nonprofit and for-profit social ventures); the Global Social Venture Competition; and the Paul Milstein Center for Real Estate (community and urban development, green building, and brownfield redevelopment).

Program’s strengths:
1. Social Entrepreneurship
2. Social Finance, Microfinance
3. Energy & Clean Technology

50% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
83% are satisfied with the number of courses offered that include social or environmental issues

Chapter leaders: Jose (Pepe) Morales (jmoralesdherrera11@gsb.columbia.edu); Andrea Davila (adavila11@gsb.columbia.edu)

We have a high-energy social and environmental program and New York City is a living laboratory for social and environmental innovation under challenging conditions.

This chapter in three words: Community, Diversity, Expansion

AT A GLANCE

Number of students: 1,475

25% of Columbia Business School students are Net Impact members
30% of those members are “very active”
40% are “somewhat active”

Chapter leaders: Jose (Pepe) Morales (jmoralesdherrera11@gsb.columbia.edu); Andrea Davila (adavila11@gsb.columbia.edu)
Centers that offer activities and conferences of interest to students in this area include the Earth Institute, Center on Globalization and Sustainable Development, and Center for Global Health and Economic Development. Columbia is particularly strong in its dual degree offerings, both within Columbia (Public Health, International Affairs, Law, Journalism, Urban Planning, Social Work, Teachers College, etc.) and with other universities – particularly for students interested in a joint MBA and Masters of International Affairs degree. Columbia MBAs are also able to take up to two elective courses outside of the business school.

STUDENT ACTIVITIES

The Social Enterprise Club at Columbia Business School is one of the largest clubs on Columbia’s campus, having grown to 330 members since its formation in 2002. The club’s strategy is three-pronged: first, to serve its membership in learning about their interests, pursuing careers, and connecting to one another; second, to serve the broader Columbia community through educational events that showcase the impact of social enterprise ventures; third, to serve the world through club initiatives that allow members to utilize their MBA skills through work with social enterprise organizations.

To achieve these three goals, the Social Enterprise Club hosts a range of events. The club hosts social gatherings to build the community, including a Catskills retreat at the home of Professor Raymond Horton, happy hours, and field trips to explore companies and organizations of interest in New York. Students are very active in the Global Social Venture Competition and Columbia hosts a round of judging.

The club is unique because of its peer-to-peer groups. These are groups within the club that address specific interest areas: foundations, nonprofit consulting, corporate social responsibility, social entrepreneurship, education, nonprofit management, public health, and social venture capital. Each group holds one event per semester, often in the form of panels, field trips, and dinners.

The Social Enterprise Club will often tap into its rich network of alumni to serve as speakers at events, for networking purposes, and for career opportunities. The club holds an annual alumni banquet that draws hundreds of alumni who support the program. Additionally, members of the Social Enterprise Club are very proud of their annual Social Enterprise Conference. The conference has grown to 800 people, includes an array of panels, and last year featured keynote speaker Craig R. Barrett, retired Chief Executive Officer & Chairman of the Board of Intel Corporation.

Students interested in social enterprise careers have a number of resources available to them at Columbia Business School. These are offered primarily through the Social Enterprise Program, the Social Enterprise Club, and the career services office.

100% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues
subsequently develop a plan for achieving the students’ professional goals. The Social Enterprise Program office is an invaluable source of contacts.

The Social Enterprise Club organizes presentations and career panels featuring professionals in the social enterprise field. Through these events and the peer-to-peer groups, students not only learn more about their specific areas of interest but can also network with the panelists and presenters. In addition, the club promotes discussions with Columbia Social Enterprise Club alumni through informal dinner events and a mentorship program. A loan forgiveness program is available to those going to work for nonprofit or government organizations. Also, Columbia Business School has an Executive in Residence, William Baker, with a background in social enterprise who is available for career counseling.

Additionally, each year students raise funds to match salaries of those classmates who accept summer internships with nonprofit organizations, social ventures, and government agencies. In the past year, Columbia students have raised nearly $100,000, which, combined with funds from the Social Enterprise Program, allow over 50 students to work with organizations in New York and around the world.

Students searching for opportunities in social enterprise may use the university’s online career database, which is updated frequently. Additionally, Career Services employs two social enterprise career coaches. These advisors are usually successful alumni hired to help answer industry-specific questions or concerns. Many career opportunities are also found through the strong social enterprise network at Columbia.

The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Career Services Staff
3. Net Impact Chapter Events

83% have been able to find a job or internship that to some degree fits with their values

n=24

Columbia is increasingly committed to social enterprise. The school supports the Social Enterprise Program, which has staff devoted to creating a strong curriculum for interested students. The admissions office places special value on social enterprise students, and the Social Enterprise Club has an open line of communication with two admissions officers so that it can lobby on behalf of promising prospects. The Bernstein Leadership and Ethics Board pursues social and environmental topics all year, culminating with a multi-event Leadership and Ethics week in the spring. The International Development Club funnels school funding to Pangea Advisors Projects to support the travel of students who go abroad to complete in-term consulting projects in developing countries. The Nonprofit Board Leadership Program also gives students the opportunity to work with alumni who serve on the boards of some of the city’s most established organizations. The Chazen Institute supports students to organize study tours with a social enterprise focus. In past years, students have traveled to and met social entrepreneurs from Argentina, India, Rwanda, and Brazil. Finally, the Loan Assistance Program encourages MBA graduates to take management and leadership positions in the public and nonprofit sectors in the United States or internationally by helping to alleviate the financial burden associated with repaying education loans.

Regarding the administration’s commitment to including social and environmental themes...
Columbia’s Social Enterprise Program aims to inspire and prepare leaders to create social value in business, nonprofit, and government organizations locally, nationally, and internationally. The breadth of the Social Enterprise Program includes five student clubs and related groups: the Social Enterprise Club (Net Impact Chapter of Columbia Business School), the International Development Club, the Green Business Club, Micolumnia (a microfinance fund), and the Bernstein Board (focused on leadership and ethics). Membership across all groups totals greater than 600 students. The program also harbors a professional staff of six and over 13 full-time and adjunct faculty.

Many other activities—including international study tours, practitioner conferences, research symposia, information sessions with practitioners, and office hours with faculty and staff—provide Columbia MBA and EMBA students with additional opportunities to deepen their understanding of social enterprise and broaden their networks. Also, New York City adds immensely to Columbia’s Social Enterprise Program, and students take advantage of this through the Boroughs Field Trips, career panels, and the Nonprofit Board Leadership Program.

Columbia’s philosophy is to help students become leaders in all areas of social enterprise. This includes: business executives who are able to align social responsibility, environmental sustainability, and profit; social entrepreneurs who can start and grow productive ventures to scale; nonprofit leaders who have the ability to sharpen the focus and improve the performance of their organizations; public officials who are able to use their special positions to serve public interest; philanthropists who know how to contribute money to nonprofit agencies in ways that make them work better; and board directors who are able to exercise their governance powers in constructive ways. In other words, those at Columbia think there are a lot of ways MBAs can make the world a better place.

**REASONS TO ATTEND**

<table>
<thead>
<tr>
<th>Regarding preparation for ethical and socially responsible leaders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=24</td>
</tr>
<tr>
<td>52% strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>21% strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

3022 Broadway, New York, NY 10027, USA • Phone: +1 212-854-5553 • http://www.gsb.columbia.edu/
The School of International and Public Affairs (SIPA) at Columbia University definitely stands out due to its focus in sustainability and social issues, and the expanding availability of CSR and social entrepreneurship classes. In this respect, there are three programs in sustainability offered by SIPA. The first program, the Master of Public Administration (MPA) in Environmental Science and Policy, is a pioneer in the study of environmental policies for public policy and administration. The program at SIPA allows students from the MPA to specialize in different areas of expertise, not just governmental agencies. Students are trained to design and implement cost-effective policies.

Second, the PhD in Sustainable Development strives to train a new generation of professionals and scholars to work on the world’s urgent problems. Students are trained in natural science coupled with a strong focus in rigorous social sciences and economics. The goal is to prepare students to assess the most demanding global concerns.

The third program, new to SIPA, is the MPA in Development Practice. This innovative program provides rigorous cross-disciplinary training in order to prepare practitioners to deal with the world’s most pressing sustainable development issues. It emphasizes the development of critical thinking, analytical, and quantitative skills necessary to confront today’s challenges.

Moreover, students from other programs such as the Master of Public Administration, the Master of International Affairs, and the Program in Economic Policy Management can specialize in sustainability or social topics, and also can choose these topics as their concentration.

Columbia University’s Earth Institute is one of the world’s leading institutions devoted to the study of sustainability issues. Students are encouraged to participate in the Earth Institute’s seminars, workshops, curriculum, etc. Moreover, students have access to a broad variety of case studies, lectures, groundbreaking research, experiential learning, and guest speakers with regards to sustainability and social areas. In addition, students benefit from access to a world class faculty who are active in shaping both students and policy. One student enjoys the “strength of the faculty network and the collaborative campus culture that shares networks, information, and passion.”

In the last year, the SIPA Net Impact chapter has been working with the administration on the expansion of the social entrepreneurship curriculum at SIPA. There is a strong demand for more of this type of coursework, and the administration is supportive of and enthusiastic about working with students to expand curriculum in this area. In the future, there will likely be a concentration in social entrepreneurship at SIPA, in addition to all of the sustainability and social entrepreneurship curricula mentioned above.
popular. In the next year, there are plans in the works for a social entrepreneurship boot camp, brown bag lunch roundtables and lectures, and workshops on topics of sustainability, CSR, and social entrepreneurship.

SIPA Net Impact has worked hard to build bridges to other student groups both on and off campus, and has co-hosted or sponsored events with nearly every student group at SIPA.

The chapter has been highly focused this year on curriculum expansion, as mentioned above, with the support of two departments (Economic and Political Development—the largest concentration—and Management). The student body was surveyed about their desired classes, and proposals were presented to key administrators. Students anticipate that this effort will result in at least two new classes offered next year, increased funding for SIPA Net Impact-related guests and educational opportunities, and a continued expansion of the curriculum to further integrate CSR, social entrepreneurship, and sustainability issues.

CAREER SERVICES & ALUMNI

Students looking for jobs with a social and environmental focus have many career events available to them. They can look at SIPAlink, which is the main resource that students have at SIPA, where they can register for workshops, panels, career series events, career conferences, etc. Among these career resources, students have the Washington D.C. career conference that specializes in nonprofit, international development, and public sector careers. Students also have the NYC Career Series—events organized throughout the semester that facilitate networking opportunities with SIPA alumni and professionals with careers in social entrepreneurship, nonprofit management, etc.

In addition, the Office of Career Services is now organizing the SIPA Global Public Policy Case Competition. Students solve a real public policy case with a time constraint as part of an international development consulting firm and a hypothetical client. This competition has had extraordinary success, and new cases on sustainability and social policies will be addressed next year. It is also a great opportunity for students and alumni to network with international development consulting firms such as Dalberg, Deloitte, McKinsey, and Development Alternatives Incorporated.

SIPA programs have an excellent reputation among socially responsible businesses and nonprofits. SIPA has faculty members and alumni who are world leaders in sustainability and social issues. SIPA provides funding to students who are working as unpaid interns with nonprofit organizations. This funding is available through the Office of Career Services and covers up to $3,000.

ADMINISTRATIVE SUPPORT

This year, SIPA administration has been incredibly supportive of SIPA Net Impact’s efforts to expand the curriculum. This year also marks the first year of SIPA’s MPA in Development Practice, which has sustainable development at the core of its curriculum. The administration seems to understand the importance of social and environmental issues to the student body and that this kind of emphasis will only grow in coming years.
The Sustainable Global Enterprise (SGE) Immersion at the Johnson School combines the theory and practice of building competitive business opportunities based on addressing social and environmental issues.

This program allows first year and accelerated MBA students to spend an entire semester building breadth and depth of knowledge related to sustainability issues across a number of industries. The Immersion is centered around working on company-sponsored projects and draws from materials presented in class and during the SGE “boot camp,” a 10-day intensive course leading up to the start of the Immersion.

A key part of the Johnson School’s social and environmental impact-focused curriculum is the flexibility afforded to students as they tailor their coursework around their specific interests in sustainability. Concurrent with the Immersion program, students are encouraged to take classes across departments within the business school as well as across all of Cornell’s schools. With 214 classes related to sustainability across Cornell, the breadth of the university offers students countless ways to pursue their vision of sustainable business knowledge. Over the past few years, SGE students have taken classes in a number of other schools, including Architecture, Art and Planning; School of Hotel Administration; College of Agriculture and Life Sciences; and College of Engineering, to name a few.

Faculty leadership and support is driven by the Johnson School’s Center for Sustainable Global Enterprise. Focusing on collaborative research and strategy formulation/implementation field work, the center’s activities span two domains: sustainable innovation and base of the pyramid enterprise development. The center is one of the world’s leading knowledge hubs for companies seeking to move beyond corporate social responsibility, environmental management, and other greening activities. Instead, it aims toward the successful commercialization of tomorrow’s inherently clean technologies and the development of new, disruptive business models needed to address the needs of the world’s four billion poor at the base of the economic pyramid.

Key faculty include Stuart L. Hart, the Samuel C. Johnson Chair in Sustainable Global Enterprise and one of the world’s top authorities on the implications of sustainable development and environmentalism for business strategy; Mark Milstein, the Director of the Center for Sustainable Global Enterprise and a Lecturer of Strategy, Innovation, and Sustainable Global Enterprise; and Glen Dowell, Assistant Professor of Management and Organizations.

Program’s strengths:
1. Base of the Pyramid Strategies
2. Energy & Clean Technology
3. Corporate Social & Environmental Responsibility

69% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
74% are satisfied with the number of courses offered that include social or environmental issues
Sustainable solutions, profitable businesses.

We get it.

An Innovative Approach to Sustainability: The Center for Sustainable Global Enterprise

Combining the business expertise of the Johnson School and the vast resources in science, technology, and the study of humanity at Cornell University, the Center for Sustainable Global Enterprise is advancing the global knowledge base in sustainable enterprise.

Find out how at: johnson.cornell.edu/sgc/
The Sustainable Global Enterprise Club, the Net Impact Johnson School Chapter (SGE Club), comprises 11 affinity groups that represent current students’ areas of interest and drive the content for overall club activities. Club members are encouraged to join multiple affinity groups to match their individual interests in sustainability.

The club hosts a variety of speaker events, company visits, conference calls, forums, social events, the annual SustaInvest Portfolio Pitch Competition, and conferences spearheaded by affinity groups including Business of Water, Sustainable Investing, Social Enterprise and Microfinance (SEAM), Sustainable Hospitality (SHAG), and more.

The highlight of the past year was certainly the 2009 Net Impact Conference hosted by the Johnson School and Cornell in Ithaca, NY. This was the largest, most attended Net Impact Conference to date with over 2,600 participants from nearly 200 chapters across the world. Notably, the 2009 conference drew more participation from private sector organizations than ever before. The sheer size of this event necessitated university-wide coordination in order to plan for and facilitate the conference. The event was an opportunity to showcase business opportunities for social and environmental impact to the greater Johnson School community, and the rewards for this work can be seen in the continuously growing profile of sustainable business issues across the student body and the growing profile of club and affinity group activities.

SGE Club members are very active in the community impact space, occupying many slots within Big Red MicroCapital (BRM) and Johnson Board Fellows. MBA “coaches” work one-on-one with small business owners to help them tackle business problems within BRM, and MBA candidates serve as non-voting Board Members with NGOs in Ithaca for the Board Fellows program. SGE Club members are active in business school competitions across most affinity groups, and competitions focusing on community impact are no exception; SGE Club members teamed up with other club members across the Johnson School to compete in and win the 2010 IDEA-Corps Challenge in New Orleans.

In terms of student life, the SGE Club forms a tightknit community and represents one of the largest social circles in the school; therefore, the majority of non-SGE students understand the club’s focus. As a direct result of the inclusion of non-Johnson School students into the SGE Immersion program, SGE Club members collaborate with Engineering, Public Affairs, and City and Regional Planning graduate students (among others).
The main strength of the social and environmental-focused business experience at the Johnson School is most certainly the Center for Sustainable Global Enterprise. Stuart Hart and Mark Milstein are world-class experts in this field and have built a program that challenges students to gain theoretical and practical understanding of interconnected economic, environmental, and social issues.

First Year MBA Students: First years organize and lead career treks throughout the year that bring students to sustainability-focused companies in order to speak with key executives about their businesses. Both first and second years have valuable professional experiences to share with peers.

Alumni Network: After graduating from the SGE program at the Johnson School, alumni continue to engage incoming students pursuing careers in sustainability by hosting events at their companies, preparing students for internship and full-time interviews, and offering advice to current students regarding their career trajectories.

Johnson School Library: There are specific resources within the library system available for researching sustainability careers.

Stipends are available (via class-wide student fundraising and other sources) to support students pursuing internships with nonprofits. Loan forgiveness is available to graduates going to work in the nonprofit sector.

The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Net Impact Chapter Events
3. Career Center Job Postings

65% have been able to find a job or internship that to some degree fits with their values

As evidenced by the resources dedicated to the 2009 Net Impact Conference hosted by the Johnson School and Cornell, the administration supports the priorities of the SGE program.

The admissions office recruits people who are passionate about their field or their future field. To the extent that many people apply to Cornell with social and environmental interests and demonstrate action, professional experience, passion, and/or interest, this is looked upon favorably.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 72% say they are satisfied
in extracurricular activities, 82% say they are satisfied

The main strength of the social and environmental-focused business experience at the Johnson School is most certainly the Center for Sustainable Global Enterprise. Stuart Hart and Mark Milstein are world-class experts in this field and have built a program that challenges students to gain theoretical and practical understanding of interconnected economic, environmental, and social issues.

The SGE Immersion allows students develop practical skills during their first year, which they can then draw upon in securing and excelling at a sustainability-oriented summer internship. Unique among business programs, the Immersion also gives students a great degree of freedom to customize their experience around specific interests during their second year. This includes leveraging academic coursework within the other world-class graduate programs at Cornell.

Finally, it is important for students to consider student life and collaboration through student activities. The SGE Club has a unique, flat structure and focuses on interest areas—something unique within the realm of Net Impact and typical MBA clubs. The resulting community is a diverse, tight-knit group of students committed to exploring in depth a myriad areas of sustainable business.
Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>68%</td>
<td>strongly agree that Net Impact members are</td>
</tr>
<tr>
<td></td>
<td><strong>adequately prepared</strong> for socially responsible</td>
</tr>
<tr>
<td></td>
<td>leadership</td>
</tr>
<tr>
<td>24%</td>
<td>strongly agree that all students are <strong>adequately</strong></td>
</tr>
<tr>
<td></td>
<td>prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=39
The Tuck School of Business (Tuck) seeks to provide a broad and integrated experience in order to shape leaders that are mindful of the growing relevance of social and environmental issues in business. While Tuck is a small school with a general management program, the curriculum incorporates a range of social and environmental offerings. Tuck does not have an in-depth focus on any single aspect of social or environmental issues. However, it offers a broad and integrated experience in addressing such topics. The goal of the Tuck program is to provide the knowledge and experience base for students to thrive in a social and environmental world as a businessperson.

In keeping with this goal, there is no dual-degree program, but students are allowed to enroll in courses offered throughout all of Dartmouth (Earth Sciences Department, the Environmental Studies Program, and Engineering School) and in connection with the University of Vermont Law School’s Environmental Law Program.

All of the core courses at Tuck incorporate socially and environmentally relevant themes. Additionally, Tuck requires all students to take at least one social and/or environmental elective as part of the core graduation requirement. Elective offerings provide students with the opportunity to dive deeper on a range of social and environmental issues. Courses include Entrepreneurship in the Social Sector, Business and Climate Change, Corporate Social Responsibility, and Management of Disasters, to name a few.

As always with Tuck, faculty members are extremely accessible and help students create independent studies in their areas of interest. Independent studies provide an opportunity for students to work directly with a faculty member or a client on an in-depth project. Several other project-focused courses also provide opportunities for students to pursue their interests in social and/or environmental issues. Field Studies in International Business (FSIB, also known as Tuck Global Consultancy) are focused on gaining international experience with a three-week project outside the US. These projects have given students a myriad of opportunities to work with nonprofit organizations worldwide. Additionally, all students have a capstone first year project (FYP) course in which they are free to choose their own clients; many choose to work with nonprofits or companies with a social and/or environmental focus.

Tuck students are also very involved with the administration’s ongoing efforts to find ways to incorporate additional social and environmental themes into the core curriculum. Tuck’s Allwin Initiative for Corporate Citi-

---

**Program’s strengths:**

1. Corporate Social & Environmental Responsibility
2. Healthcare
3. Social Entrepreneurship

---

**60%** are satisfied with the **faculty emphasis** on social or environmental issues in the curriculum

**63%** are satisfied with the number of **courses offered** that include social or environmental issues

---

**Number of students:** 500

**25%** of Tuck students are Net Impact members

**25%** of those members are “very active”

**55%** are “somewhat active”

---

We have a lot of resources and the complete support of the administration to build and grow our social/environmental curriculum and opportunities.

---

Chapter leaders: Nicole Dotts-Wright (nicole.dotts-wright@tuck.dartmouth.edu); Rebecca Ginns (rebecca.a.ginns@tuck.dartmouth.edu)

---

This chapter in three words: **Passionate, Engaged, Creative**
zension plays a central role in engaging students to help incorporate more socially and environmentally-minded courses into the curriculum.

Finally, Tuck professors and students are constantly working to bring in guest speakers to augment in-class learning. Executives from socially-responsible companies such as Timberland, Waste Management, and Green Mountain Coffee, as well as leaders from innovative nonprofits such as Grassroots Soccer and New Profit Inc., often come to Tuck to speak as part of the curriculum.

**STUDENT ACTIVITIES**

Tuck’s small size allows students to engage in and lead all types of Tuck Net Impact-related issues and events, augmented by the support of faculty and the Allwin Initiative for Corporate Citizenship. Tuck is an exciting place to be for those interested in sustainability issues, and group membership continues to grow due to the increased exposure of Tuck Net Impact events. The chapter is heavily supported by Tuck’s administrative Allwin Initiative for Corporate Citizenship, which allows for additional funding and faculty backing for initiatives and events.

The Tuck Net Impact chapter plans events for students including prominent guest speakers, special interest dinner discussions at student houses, field trips to local sustainable businesses, documentary screenings, and more. The Allwin Initiative, which deals with “the intersection of business and society,” helps to provide and fund a range of major events and activities on campus supporting the mission and goals of the student-run Net Impact Chapter. These events include the Tuck Business in Society Conference, a completely student-run conference with approximately 300 attendees, 2 keynotes, 6 panels, and company office hours; the Tuck Consulting Services; and Tuck GIVES, a charitable auction with proceeds funding students’ nonprofit internships. Over $67,000 was raised in 2008. The chapter also has a Board Fellows Program that provides students with the opportunity to sit on the board of a nonprofit.

Besides the Net Impact chapter, Tuck also features organizations such as Tuck Sustains, which is a newly formed group that promotes on-campus and community sustainability and wellness, as well as the Dartmouth Energy Collaborative, which seeks to connect, educate, and engage the energy community throughout Dartmouth.

**CAREER SERVICES & ALUMNI**

Growing student demand has led to the emergence of a range of innovative and personally-focused career services offerings. Although career services spends much of their time placing traditional job candidates, the small size of the school allows career services to be a great aide in personalizing the job search for non-traditional candidates as well. Tuck’s career services office includes staff with the specific role of assisting those students looking for opportunities in social or environmentally relevant fields. Additionally, student organizations augment Tuck’s career services, and the Net Impact chapter has leaders whose role is to work with career services and hold activities for students looking for careers in this space. The director of the Allwin Initiative is in constant communication with Tuck’s career services office to generate leads.

There are many other opportunities to gain exposure to relevant employers at Tuck. Tuck’s alumni network is every bit as responsive as it is...
A n open dialogue with the administration, coupled with the active role of the school’s Allwin Initiative for Corporate Citizenship, allows for an atmosphere that ensures individualized attention towards each student. Students at Tuck enjoy extensive support from the school’s administration and are privileged to share a uniquely close relationship. The Allwin Initiative constantly advocates Tuck Net Impact topics via curriculum change, sourcing student projects, and providing career opportunities. The Allwin Initiative has also acted as a sponsor for the Business in Society Conference and has made funds available to offset students’ expenses associated with events such as the Net Impact Conference. Tuck is special in this way; students get individualized attention from the administration in their areas of interest.

The existence of the Allwin Initiative also allows students to give direct feedback to the administration on course and career-related issues ensuring open communication. A group of students make up the “Allwin Roundtable,” which advises the administration on improving Tuck’s sustainability education.

The administration provides great support for all social and environmental organizations and activities. Tuck’s administration is helpful in ensuring the use of facilities, the availability of faculty members, and the adequate funding for events.

Tuck has a strong curriculum that incorporates social and environmental leadership through coursework, the Allwin Initiative for Corporate Citizenship, and student-run events and activities. As a relatively small business school, Tuck does not have the number of in-depth courses that may be available at larger schools. However, Tuck has a growing number of current and relevant electives dealing with social and environmental issues, and students have many opportunities to craft academic projects to suit individual interests. Additionally, opportunities abound for closely engaging in Tuck Net Impact activities through the numerous student-run groups and events, as well as the Allwin Initiative for Corporate Citizenship. Both faculty members and the administration are continuously working to improve the program’s offerings, and students have a lot of say in this process.

Perhaps Tuck’s greatest strength is its small size, which allows for students to become deeply involved in shaping the socially and environmentally responsible elements of the program. The Tuck Net Impact chapter is easily one
of the most active clubs on campus and generates one of the highest levels of student participation at Tuck. As a result, students who wish to lead through creating social and environmental change in curriculum, career sourcing, and student activities will thrive at Tuck.

Regarding preparation for ethical and socially responsible leaders:

- **35%** strongly agree that Net Impact members are **adequately prepared** for socially responsible leadership
- **11%** strongly agree that all students are **adequately prepared** for socially responsible leadership

---

100 Tuck Hall, Hanover, NH 03755, USA • Phone: +1 603-646-8825 • Email: tuck.admissions@dartmouth.edu
http://www.tuck.dartmouth.edu/
DePaul University
Kellstadt Graduate School of Business

AT A GLANCE

Number of students: 1,646

7% of Kellstadt students are Net Impact members
15% of those members are “very active”
30% are “somewhat active”

DePaul is a mission driven university. If the student initiative and leadership is there, the university will provide strong support.

Chapter in three words: Potential, Developing, Outreaching

Chapter leaders: Michael Kremer (kremer.mba.2011@gmail.com); Dan Block (block.danielJ@gmail.com)

Curriculum

The degree to which the curriculum at DePaul incorporates social and environmental themes varies depending on the concentration. DePaul is very in tune with business ethics, as is the majority of the student body, and such themes are present within the curriculum. The core curriculum, for the most part, does not focus heavily on social or environmental impact, but momentum has been building for elective and concentration courses featuring these themes. New concentrations in sustainability are said to be in the works, and DePaul’s top 10 ranked entrepreneurship concentration is filled with many students and courses involving social entrepreneurship and sustainability issues.

The faculty at DePaul tends to lean towards the socially responsible side. A number of faculty members are involved in social and environmental issues and have consistently worked with students and administration to create new courses incorporating these values and make them more accessible to students. Some available courses even include opportunities for students to work with area nonprofits on consulting projects. Faculty connections also result in many networking opportunities for students who make an effort to establish strong relationships with professors.

Professors are also very open to listening to new students’ ideas about how to engage in further discussion and education regarding social and environmental issues. If a student feels like something is missing, they have the opportunity to create a curriculum change. There are enough people on campus who would support such efforts that new programs often build strong momentum to get implemented.

It is possible to get a degree at DePaul without taking any courses that feature social or environmental issues, but if one wants courses and professors concerned with those issues, it is very easy to find them. Students can make their educational experience at DePaul as socially and environmentally integrated as they want them to be. They can also readily seek out numerous networking opportunities and projects to supplement their education and carve their own path of sustainability.

Program’s strengths:
1. Social Entrepreneurship
2. Education
3. Social Finance, Microfinance

26% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

30% are satisfied with the number of courses offered that include social or environmental issues
The small size of DePaul’s full-time program allows each student to have more ownership of what the program looks like from year to year. With only about 50 full time students per class, one cannot help but get to know their counterparts between the classroom, study sessions, extracurricular activities, and social interactions. Each cohort develops its own unique characteristics and interests which can ultimately lead to a variety of different student activities from year to year.

About three years ago, the Social Enterprise Collaborative (SEC) was started at DePaul for students who were interested in many of the same things that Net Impact stands for today. As the student group developed, there was a natural synergy to gravitate towards this program and thus DePaul’s Net Impact was born. The group was quick to go into action by creating the Business Corps whose purpose was to travel to New Orleans and provide consultation and support for businesses devastated by Hurricane Katrina. For the last three years, the SEC, and now DePaul Net Impact have annually sent a team of approximately 15 students to New Orleans to provide this service.

Recently, DePaul Net Impact has started its new pro bono consulting service called the D3C (DePaul Community Consulting Corps). This year the chapter participated in two high profile projects with Building a Healthier Chicago (BHC) and the Chicago Reporter. The former is an initiative put forth by the Assistant Surgeon General, Dr. James Galloway, to address the food desert problem typically found in marginalized neighborhoods. The team was successful in creating BHC’s Market Manual whose purpose was to capture all the complexities of establishing, setting up, and running a produce market. This manual will be utilized throughout the country as the BHC model is integrated into other large metropolitan areas. At the time of this publication, the Chicago Reporter project was still in progress and on track to make a positive impact within their organization, helping them to increase readership and find untapped revenue streams.

Moving forward, DePaul Net Impact is continuing to become more interactive with the community and on campus. The first social responsibility-focused case competition is planned for May of 2010, and the chapter is targeting to have two per school year in the future. The smaller cohorts at DePaul allow for students to play a more active role within organizations (like DePaul Net Impact) and make an impact almost immediately.
DePaul is a great fit for students interested in social and environmental issues. Due to the core values of the school and the interest of faculty members involved with such issues, it is easy to find courses pertaining to them. Additionally, the administrative support allows students to get involved and make an impact in a variety of ways. There are ample opportunities to make a difference and get a great education at the same time.

Finally, DePaul’s Coleman Entrepreneurship Center (CEC) is one of Chicago’s premier resources for aspiring entrepreneurs and a great way to help get socially responsible businesses off the ground. Offering business plan coaching, start-up knowledge, and contacts throughout the community, the CEC is a launching pad for many students aspiring to start the “next big thing.”

The most helpful career resources in a job/internship search are:
1. Career Center Job Postings
2. Career Services Staff
3. Career Center Events

42% have been able to find a job or internship that to some degree fits with their values
n=23

Administrative Support

The administrative support at DePaul is likely one of the program’s greatest strengths. Not only is the administration accessible to students, but they really do listen to new ideas, and will support those ideas as long as they make a positive impact on other students or the community and fit DePaul’s core Vincentian values, which the administration still actively embraces. DePaul Net Impact has been able to receive strong support for some programs due to the fact that Net Impact values so closely align with those of the university.

Not only will the administration support great new ideas from students, but funding for new programs is generally available if students ask for it. This level of support is rarely seen at many major universities, so DePaul does a great job of encouraging student involvement in generating new ideas and programs. At DePaul, students really do have the opportunity to make a difference and have their voices heard.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 42% say they are satisfied
n=23

Regarding preparation for ethical and socially responsible leaders:

n=23

24% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

Under 10% strongly agree that all students are adequately prepared for socially responsible leadership

DePaul University, continued

1 E. Jackson, Chicago, IL 60604, USA • Phone: +1 312-362-8810 • Email: kgsb@depaul.edu
http://kellstadt.depaul.edu/
The curriculum at the Brennan School of Business touches on the subject of social and environmental themes through coursework and extracurricular events. While the Brennan School of Business’ mission parallels that of Net Impact, it has the room to improve by offering more courses and activities that demonstrate the school’s commitment to socially responsible business.

The Corporate Social Responsibility class is a core class required of all graduate students. In addition to this class, some professors stress social responsibility themes by initiating volunteer events such as the Tax Preparation Program, TAP, and Teach Children to Save day.

The Center for Global Peace through Commerce is a great resource on campus for themes related to socially and environmentally sustainable business practices. The center employs a well-informed and enthusiastic person on this subject who is always willing to help and constantly looks for new and creative ways for students to pursue interests in these fields.

Students have seen very positive responses to the Net Impact Dominican University chapter on campus, with strong faculty and some administrative support. In addition, there has been some administrative-driven change regarding topics brought to light by the Net Impact chapter. For example, the Brennan School of Business held an exclusive event to discuss what can be improved within the school last year. The Net Impact chapter is one student-driven result.

Another example of the commitment the Brennan School of Business has to these types of initiatives is the summer international course. In 2010, the one-week course will take students to South Africa to participate in business development. This program aligns with the school and chapter’s mission to support entrepreneurial and socially minded businesses. It is initiatives like this that make the Brennan School a great host for a Net Impact chapter.

The Net Impact Dominican University Chapter is fairly, chapter with only two events thus far. The chapter plans to have at least one event per month, with. As the chapter grows its member base, students will implement a survey which will in turn shape the chapter’s future events. Members want this to be a chapter that values the mission of Net Impact, and is relevant to the students’ needs.

The chapter planned career workshops in April which targeted the graduating class of May 2010. The workshops incorporated faculty and guest alumni speakers who reinforced the chapter’s mission of bringing opportunities to students to connect with professional alumni, while at the same time creating enthusiasm and a stronger relation between the faculty and the chapter.

The chapter has strong ties to the Center for Global Peace through Commerce, which provides resources in the form of advising and event coordination. This collaboration aids in reaching the mission of the chapter as well as the center’s commitment to such themes. Further, the chapter collaborates with the university’s Team Kiva, which focuses on developing social entrepreneurs and improving graduate students’ public speaking skills. The aim is to create students that are prepared to be lead-
The Brennan School of Business is a small program of 400 graduate students. It's small size is complimented by the administration's willingness to listen to its students and respond timely and appropriately. When students started to express interest in fields relevant to Net Impact's mission, the administration responded by creating workshops to incorporate these topics into the program.

There is strong support felt for the Net Impact chapter on campus. Faculty are enthusiastic to promote the chapter and its events in class, and the Net Impact chapter leaders are some of the most outspoken students on campus.

Department is extremely helpful to students, it has room to grow in utilizing various technological resources to its advantage. The chapter plans to work with the school to help implement these changes and to find and establish resources that students find valuable.

Currently, there is no specific support for those interested in working in the nonprofit sector or fields such as social entrepreneurship, nonprofit management, environmental sustainability, energy, and clean tech. The Net Impact chapter hopes to change this.
Dominican University of California’s School of Business and Leadership is committed to educating students to be socially responsible leaders of sustainable organizations. Students can enroll in three different MBA programs: Sustainable Enterprise (GreenMBA), Global Management, and Strategic Leadership. All programs emphasize that sustainable organizations result from socially responsible leadership, ecologically regenerative business practices, and a global mindset. Dominican’s GreenMBA focuses on promoting financial viability, ecological sustainability, and social justice in business and organizations of all types. The GreenMBA curriculum integrates the stewardship of financial, human, and natural capital – beyond the triple bottom line – into every class subject and project. Each class in the Green MBA curriculum is built on a foundation of concepts of sustainability. At the same time, all core business school topics are covered, including: Finance & Accounting, Marketing, Sustainable Operations and Leadership & Management.

A collaborative, project-oriented approach nurtures the development of entrepreneurial and intrapreneurial skills along with critical thinking and leadership capacities. One-of-a-kind Systemic Thinking Labs teach students how to meet the ever-increasing complexity of today’s global challenges. As part of the program capstone Strategic Enterprise Planning, students develop economically viable business plans that enable many to launch their own companies and initiatives upon graduation.

Program’s strengths:
1. Environmental Sustainability
2. Social Entrepreneurship
3. Corporate Social & Environmental Responsibility

95% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
97% are satisfied with the number of courses offered that include social or environmental issues

Student Activities

Community events for students, alumni, faculty, and guests promote cross-pollination of ideas and the ability to expand collaborative personal and organizational networks, thus optimizing success in implementing new initiatives and models for enterprise. The Dominican Net Impact Chapter has put on a number of events including a GRID Alternatives Solar Install, a Bay Area Net Impact networking event, and a Silent Auction Fundraiser based on the theme “Investing to Improve the World.”

In the area of community service, the chapter is strengthening its relationship with solar panel installer GRID Alternatives. For the second year members raised more than $5,000 to purchase and install solar systems.

Dominican’s GreenMBA, the first of its kind in the nation, is an engaged learning community that seeks to promote financial viability, ecological sustainability, and social justice in all types of organizations. You will be prepared to innovate, communicate, and lead in the face of global challenges.

**Program Features:**
- Weekend, two-year full-time, three-year part-time structures to accommodate life/work balance
- Classes are capped at 25 students
- Dynamic faculty of professional and academic leaders experienced in and dedicated to sustainable business practices
- Collaborative, field/project-oriented learning
- Supportive mentorship program

*Become a force for positive change in today’s complex world.*

**For information,** call 415-485-3280, e-mail graduateprograms@dominican.edu, or visit www.greenmba.com.

50 Acacia Avenue
San Rafael, California 94901

www.greenmba.com
for low-income families in the Bay Area. The chapter has also linked with The Idea Hive, a business consultancy developed by GreenMBA students and alumni to co-host events, including the “Business Plan Jam,” a one-day business plan design competition. Each semester, a speaker series open to the community is held to address relevant business issues.

Net Impact students participate in campus greening projects through the Greener Dominican Task Force and regular extracurricular activities. Campus recycling was expanded as part of this work along with new sustainable procurement guidelines. Net Impact members also led the completion of a greenhouse gas emission footprint for the University and are currently working on an emissions management plan.

Students in the MBA program view the Net Impact chapter as an organization that can help them launch their initiatives. The chapter has recruited a number of new leadership team members who are adding energy and wonderful new ideas. While the entire student body is not yet fully participative in Net Impact chapter events, most of the students are aware of the chapter and have attended or participated in an event in the last year. As the chapter moves into its third year, members are focusing on succession, transition, and legacy work.

### Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leah Pimentel (2009)</td>
<td>Corporate Outreach, GRID Alternatives</td>
</tr>
<tr>
<td>Melinda Chiel (2008)</td>
<td>Executive Director, Green Chamber of Commerce</td>
</tr>
<tr>
<td>Emily Courtney (2008)</td>
<td>Manager, Green Jobs Program, Laney College</td>
</tr>
</tbody>
</table>

### Activity of Net Impact compared to other clubs:

- **One of the Most Active**

- 90% are satisfied with the number of extracurricular offerings around social or environmental issues
- 40-60% of the student body is involved in extracurricular activities related to social or environmental issues

### Career Services & Alumni

Dominican University of CA has a career services center with workshops on resume writing, business etiquette, interview skills, etc. Each student also works one-on-one with a professional mentor throughout their time in the program to develop their resume, create a project portfolio, and build a professional network. The program also has a staff member dedicated to establishing relationships with local businesses for class projects and to provide students a range of internship and job opportunities. The Career Task Force is implementing a strategic plan for improving the career development options for students, including integrating web-based technology, improving the quality of positions offered, and moving away from unpaid internships to career-building opportunities. The school has grant and scholarship funds available for a wide array of projects. This includes initiatives with the Environmental Finance Center for EPA Region 9 (efc9.org), which resides on the Dominican campus.

### The most helpful career resources in a job/internship search are:

1. Net Impact Chapter Events
2. Alumni Network
3. Career Services Staff

- 69% have been able to find a job or internship that to some degree fits with their values

### Administrative Support

Dominican University values are in direct alignment with the Net Impact chapter’s mission. The dean recognizes the importance of Net Impact and the benefits involvement brings to both students and the school. All faculty members are also committed to the goals of Net Impact, along with environmental and social responsibil-
ity on a professional and personal level. Increasing support for the local chapter has also come from leaders in the business community such as Clint Wilder, Paul Herman, George Salter and James Salter. The school lends additional support by covering the membership fees for all first year students that choose to participate.

The Administration has also included Net Impact members in ongoing program improvement activities. Net Impact members hold several positions on the GreenMBA Hub Council, which helps to steer the overall direction of the program through periodic development meetings. In addition, Net Impact members are part of the Career Task Force for the Dominican Administration and the Dominican Alumni Board. Feedback from students and alumni is an essential part of continuously improving the program and ensuring that the school is providing the most value possible from the students’ perspective.

Reasons To Attend

The Dominican MBA programs teach students critical thinking skills to prepare them to be thought leaders in the business community. By focusing on sustainability at the core, the program layers on the business acumen needed to create fully sustainable enterprises that integrate financial viability, ecological regeneration, and social justice throughout. Students graduate with practical abilities and experience, prepared to innovate, communicate, and lead effectively in the face of global challenges.

The Green MBA faculty is a dynamic team of professional and academic leaders, providing students with challenging, transformational, and cutting-edge insight into how to build and lead sustainable organizations. Faculty expertise includes environmental law and public policy, executive-level corporate sustainability management, environmental consulting, green and social marketing, critical and systemic thinking, economics, and strategic planning. All faculty members are committed to environmental and social responsibility on a professional and personal level.

The school takes the message in its tagline to heart: “Transform Yourself. Transform Business. Transform The World.” The program is a cultural and academic venue in which people are encouraged to explore their beliefs, purpose, passion, and the way they think from the inside out, and then translate this to meaningful and applied opportunities for growth. Small classes, opportunities to share openly, faculty-mentors, and collaborative project-oriented learning create a supportive, challenging environment for this transformational process. The program strives to provide a culture of collaboration and innovation for those ready to take responsibility in a complex world that needs rethinking.

Regarding preparation for ethical and socially responsible leaders:

55% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

39% strongly agree that all students are adequately prepared for socially responsible leadership

n=60
As the demand for MBA skills in social entrepreneurship and sustainability is increasing dramatically, the Duke MBA program provides a strong foundation for any student looking to become a successful, socially-minded leader. Opportunities are abundant for leaders looking to either go into social or sustainable jobs or supplement their more traditional career paths with these social tools. The Fuqua School of Business supports two research centers to help students achieve these objectives.

The Center for the Advancement of Social Entrepreneurship (CASE) offers the following opportunities to complement the core: social entrepreneurship electives, a global consulting practicum in social entrepreneurship, corporate social impact management, and more.

CASE faculty and staff all combine practical experience working in the social sector with experience as researchers, educators, and administrators in academic institutions. Leading faculty members at Duke include: Executive Director Matthew Nash, Founding Faculty Director J. Gregory Dees, Interim Faculty Director and Adjunct Professor Paul N. Bloom, and Adjunct Assistant Professor Catherine Clark.

The Center for Energy, Development and Global Environment (EDGE) prepares businesses to meet the global demand for energy, resources, and improved quality of life. Through education, research, and engagement, EDGE identifies the most promising pathways toward a sustainable energy system and economy, works with leading firms to drive these innovations across their value chains, and helps seed the partnerships that can accelerate these transformations.

They offer opportunities to complement the core through cross-listed classes with the Nicholas School of the Environment and a dual degree program combining a MBA with a Master’s in Environmental Management (MEM). Classes include Energy and Environment, Environmental Economics, Strategies in Sustainability, and Mentored Study in Sustainability or Energy.

EDGE pursues education, research, and outreach focusing on two primary topical areas: global energy and corporate sustainability. These complementary topics represent the school’s deep commitment to the global energy sector and its pressing issues, and to the challenges of environment and sustainability that increasingly confront the entire global economy. Leading faculty members include Executive Director Dan Vermeer and Faculty Director Rick Larrick.

Fuqua, CASE, and EDGE are also supportive of students interested in pursuing independent study oppor-

Program’s strengths:
1. Social Entrepreneurship
2. Healthcare
3. Corporate Social & Environmental Responsibility

41% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
56% are satisfied with the number of courses offered that include social or environmental issues
The Duke Net Impact Club organizes a large number of events, conferences, and activities for its members and the larger Duke and Research Triangle communities throughout the year. As events are non-restricted to just Net Impact members, all students are encouraged to participate, promoting a more socially responsible Fuqua student body. These events help shape the out-of-classroom experience by convening students around social and sustainability issues. Key events and student development activities include:

- **Duke Conference for Sustainable Business and Social Impact (SBSI):** This is the Net Impact cornerstone event of the year, bringing in panelists from around the country to discuss topics in finance, marketing, strategy, and social entrepreneurship as they relate to social causes and sustainability.

- **Green Week:** This week focuses on promoting green practices at Fuqua and educating students on environmental and socially sustainability through competitions, tours, lectures, etc.

- **Day in Durham:** Introduces incoming students to the key players in social entrepreneurship and sustainability in the local Durham area.

- **Educational & Career Development:** Work to perform job search teams, case competition, educational series, and events with other career clubs.

- **Community Outreach:** Students Teaching Entrepreneurship Program (STEP), the Job Opportunities Program (JOB), Junior Achievement, FLIP IT (a program which seeks to help local businesses become more sustainable among others, to engage students and community members in joint community development initiatives.

Students are very supportive and promote the Net Impact Club—this is illustrated by our Gold Chapter status and almost 400 student members, making it the largest club at Fuqua. The school is largely student-led, so the club and its activities have grown as a result of student demand and effort inside and outside the club.

---

### Student Activities

- Career development opportunities for its members. The club is constantly seeking to expand its career programs, resources, and support for Fuqua students interested in careers within the social sector, socially-responsible business, or sustainability and environmental issues.

- **One of the Most Active**

- **40-60%** of the student body is involved in extracurricular activities related to social or environmental issues.

- **100%** are satisfied with the number of extracurricular offerings around social or environmental issues.

--

### Career Services & Alumni

- The Duke MBA Net Impact Club is deeply committed to providing career development opportunities for its members. The club is constantly seeking to expand its career programs, resources, and support for Fuqua students interested in careers within the social sector, socially-responsible business, or sustainability and environmental issues.

- **Prominent Alumni**

  - **Jessica Faye Carter (2002)** - Author, Columnist, Social Media Entrepreneur, Nette Media
  - **George Hanily (2002)** - Country Program Director (Panama), The Nature Conservancy
  - **Alison Levine (2000)** - Founder & President, Climb High Foundation
  - **Michael Schreiber (1995)** - Executive Vice President, United Way of America
  - **Melinda Gates (1987)** - Co-Chair and Trustee, The Bill and Melinda Gates Foundation

---

**Activity of Net Impact compared to other clubs:**

**One of the Most Active**

**40-60%** of the student body is involved in extracurricular activities related to social or environmental issues.

**100%** are satisfied with the number of extracurricular offerings around social or environmental issues.

---

**Curriculum, continued**

- Many relevant courses are also available to Duke MBA students through other graduate schools at Duke including the Duke Law School and the Terry Sanford Institute of Public Policy.
speakers and internship/job opportunities into their career workshops and symposiums. As a liason between CASE and the Career Management Center, the center also provides workshops and presentations regarding social sector and environment careers.

CASE aims to reduce financial burden and attract the most talented students dedicated to making a positive difference in the world. In addition to other sources of financial aid at Fuqua, daytime MBA students and alumni with an interest in the social sector may be eligible for merit scholarships for incoming students that come from nonprofit companies/backgrounds who have committed to returning back to the nonprofit social sector post-graduation. Summer internship funds (SIF) to supplement salaries for first year students interning at nonprofits during summer are also available. Additionally, the school provides a loan forgiveness program for students entering the nonprofit social sector, as well as the Class of 1990 Nonprofit and Small Business Internship Award for students interning in small to medium businesses.

The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Career Center Job Postings
3. Net Impact Chapter Events

79% have been able to find a job or internship that to some degree fits with their values (n=68)

The administration at Duke University’s Fuqua School of Business is deeply committed to promoting social and environmental initiatives within the student body. CASE and EDGE, research and education centers based at Fuqua, promote the pursuit of social and sustainable impact through the thoughtful adaptation of business expertise. They receive a tremendous amount of support from the administration and students; student initiative has been a key component to its growth and success. With this administrative support, students spearhead new activities, identify and invite guest speakers to campus, provide input on course and program development, engage in the community, interact with prospective students, and help develop networks of Fuqua MBAs interested in using their business skills for social purpose. In addition, the admissions office at Fuqua has made strides in placing special value on applicants with social and environmental interests, as evidenced by the growing number of students with these specific interests who apply to and are enrolled at Fuqua each year.

Regarding the administration’s commitment to including social and environmental themes...

55% say they are satisfied in the curriculum, 85% say they are satisfied in extracurricular activities (n=68)

The mission of the Duke MBA Net Impact Club is to instill the desire in all students to make a meaningful impact in the world and equip them with the necessary tools to accomplish these goals, creating leaders of society in the process. The chapter aims to do this regardless of which sector, company, or position students pursue as they believe a holistic view is essential in business practices; this mindset not only increases the bottom line for future employers but also shapes a better world.

Net Impact is a career, social, and service organization. The chapter at Fuqua is very large in terms of student involvement and general campus presence. It has grown very rapidly in the past few years. More students have shown interest in the club and its activities, and faculty and staff have helped the chapter achieve its ever-expanding goals.

As a student and/or participant of the Duke MBA Net Impact Club, the chapter offers the following benefits and more: access to presentations, speeches, and networking events with key leaders, with a special focus on the field of social entrepreneurship and environmental sustainability; social sector job teams with fellow students to jointly go through the recruitment process; weekly newsletters that highlight upcoming Net Impact activi-
ties, CASE and EDGE events, and local community opportunities; social events such as happy hours and other socials with the goal of connecting Fuqua students and other graduate students at Duke and the larger Raleigh/Durham community; and access to a network of other graduate schools and students in the Duke community that promote social and sustainable impact.

Regarding preparation for ethical and socially responsible leaders:

- **49%** strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- **12%** strongly agree that all students are adequately prepared for socially responsible leadership

n=68

---

1 Towerview Drive, Durham, NC 27708, USA • Phone: +1 919-660-7700
http://www.fuqua.duke.edu
Rigorous preparation for ethical leadership

- Internationally accredited 12-month MBA program
- Best practices for managing financial, human and environmental resources
- Sustainability consulting projects with corporate and not-for-profit clients
- Global perspectives through international study trips

Accredited by AACSB International, a distinction earned by only five percent of business schools worldwide.
EMORY UNIVERSITY
GOIZUETA BUSINESS SCHOOL

AT A GLANCE

Number of students: 400

13% of Goizueta students are Net Impact members
20% of those members are “very active”
60% are “somewhat active”

This program has huge potential to grow and students have a real say in how the program can be structured.

Chapter leader: Laila Alequresh (laila_alequresh@bus.emory.edu)

CURRICULUM

Goizueta Business School places a high emphasis on developing leaders who utilize their business acumen to make contributions in the field of social enterprise. Community is one of the seven core values that are cherished by Goizueta Business School. Therefore, the school places a high emphasis on consistently improving both the local community as well as the shared global community.

Goizueta is beginning to incorporate social and environmental topics into general elective offerings including strategy and operations. There is also a popular elective on social enterprise taught by our resident social issues guru, Peter Roberts. This class requires students to volunteer with an organization that matches their particular field of interest within social enterprise. Additional courses on building and selling sustainable products and CSR are also available. The latter incorporates experiential learning through real life consulting projects.

Goizueta also has access to the resources of Emory University at large, including the Office of Sustainability Initiatives. Eighty-three percent of all departments within the university have courses around sustainability. The student government association for the university also hosts themed community dinners, including one on sustainability issues. These dinners bring leaders in the Atlanta community, administrators, faculty, and students together to share ideas on how Emory can become a more environmentally friendly campus.

Program’s strengths:
1. Social Entrepreneurship
2. Healthcare
3. Corporate Social & Environmental Responsibility

36% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
36% are satisfied with the number of courses offered that include social or environmental issues

STUDENT ACTIVITIES

Within the Net Impact chapter, Goizueta has been experiencing tremendous growth with the Board Fellows program. The chapter placed 24 students on several nonprofit boards this past school year. Through this program, students provide nonprofit organizations additional business support to help shape their future business strategies and improve their existing business operations. The Net Impact chapter has significantly increased its programs and activities this year, including speakers on climate change and renewable resources, intra-chapter socials, networking events, and the “Do One Thing” campaign. The chapter also has the privilege of being affiliated with several other social enterprise-focused organizations within the Goizueta community. Goizueta Gives focuses on community service and community development initiatives. Junior Achievement focuses on providing support to urban education. The Microfinance Club is dedicated to social entrepreneurship.
Goizueta has strong relationships with the Georgia Center for Nonprofits and the Education Pioneers organizations that provide valuable career services and career preparation. In the last three years, the school has placed nine students in summer internships with the Education Pioneers organization, which seeks to improve urban education. Due to the program’s smaller size, the Career Management Center provides a very personalized career advisement experience. They leverage their extensive network to help identify students’ ideal career position. This past year the school offered scholarships that provided supplemental income to help support students who have secured an internship with a nonprofit organization for the summer.

The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Career Services Staff
3. Career Center Job Postings

64% are satisfied with the number of extracurricular offerings around social or environmental issues
20-40% of the student body is involved in extracurricular activities related to social or environmental issues

67% have been able to find a job or internship that to some degree fits with their values

Regarding the administration’s commitment to including social and environmental themes...
In the curriculum, 36% say they are satisfied
In extracurricular activities, 59% say they are satisfied

Goizueta develops leaders through a holistic approach that combines the academic foundation acquired in the business curriculum with a broad range of opportunities for personal maturation and professional growth. Goizueta’s model for business-level appropriate leadership competencies endows individuals with the knowledge, insights, and abilities to make significant positive contributions to the organizations and communities they serve. Indeed, the school’s namesake, Roberto Goizueta, former CEO of Coca-Cola, placed great emphasis in serving the community in addition to excelling in his professional career.

Goizueta also offers the opportunity to study and learn within a tightly knit academic community with small class sizes ranging from 30-60 students. The school’s boutique setting fosters an environment in which a great deal of learning and professional development occurs through peer interaction. In this setting every voice is heard, every accomplishment matters, and every single student has the ability to have a profound impact on the

Goizueta has strong relationships with the Georgia Center for Nonprofits and the Education Pioneers organizations that provide valuable career services and career preparation. In the last three years, the school has placed nine students in summer internships with the Education Pioneers organization, which seeks to improve urban education. Due to the program’s smaller size, the Career Management Center provides a very personalized career advisement experience. They leverage their extensive network to help identify students’ ideal career position. This past year the school offered scholarships that provided supplemental income to help support students who have secured an internship with a nonprofit organization for the summer.

The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Career Services Staff
3. Career Center Job Postings

64% are satisfied with the number of extracurricular offerings around social or environmental issues
20-40% of the student body is involved in extracurricular activities related to social or environmental issues

67% have been able to find a job or internship that to some degree fits with their values

Regarding the administration’s commitment to including social and environmental themes...
In the curriculum, 36% say they are satisfied
In extracurricular activities, 59% say they are satisfied

Goizueta develops leaders through a holistic approach that combines the academic foundation acquired in the business curriculum with a broad range of opportunities for personal maturation and professional growth. Goizueta’s model for business-level appropriate leadership competencies endows individuals with the knowledge, insights, and abilities to make significant positive contributions to the organizations and communities they serve. Indeed, the school’s namesake, Roberto Goizueta, former CEO of Coca-Cola, placed great emphasis in serving the community in addition to excelling in his professional career.

Goizueta also offers the opportunity to study and learn within a tightly knit academic community with small class sizes ranging from 30-60 students. The school’s boutique setting fosters an environment in which a great deal of learning and professional development occurs through peer interaction. In this setting every voice is heard, every accomplishment matters, and every single student has the ability to have a profound impact on the
organization.

In conclusion, Goizueta is dedicated to educating principled leaders. The school recognizes that there are many business, community, and social issues that students’ capabilities and resources can uniquely address. It is the school’s responsibility as an institution to use its collective gifts to achieve not only success but also significance. As individuals, students are committed to the organizations in which they participate, the population they serve, the communities in which they operate, and to society as a whole.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
<td>n=22</td>
</tr>
<tr>
<td>Under 10%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
<td>”</td>
</tr>
</tbody>
</table>

1300 Clifton Road, Atlanta, GA 30322, USA • Phone: +1 404-727-8106 • Email: bba_programs@bus.emory.edu
http://www.goizueta.emory.edu/
The core curriculum at the Rotterdam School of Management (RSM) at Erasmus University readily incorporates social and environmental themes. These are implemented through required modules in Business Society Management, Economic Environment of Business, and Marketing Management. Social and environmental issues are integrated into core classes, rather than separated into a special-interest curriculum.

Elective courses during the final quarter of the program provide another opportunity for those interested in strategic management to consider the role of their companies in a wider stakeholder context. In addition, the RSM Personal Leadership Development course, conducted throughout the MBA program, provides ample opportunity to explore and develop wider issues regarding one’s role both in business and in society at large.

Outside the MBA course, Erasmus University has several professors studying various areas of business sustainability under their Business-Society Management department. The university recently appointed Dr. Michael Braungart to the Special Endowed Chair “Cradle to Cradle” and hired Professor Gail Whiteman, Director of the Sustainability and Climate Research Center.

The activities of Erasmus University provide many opportunities for students from RSM to become involved in social and environmental business issues. Student life at the RSM MBA program is naturally busy and highly condensed because it recently shifted to a one-year program. The RSM Student Association attempts to consolidate activities within the small student body by encouraging the clubs to work together. For example, the Net Impact chapter often works closely with the Entrepreneurship and Consulting clubs. In addition, the student association of the wider Erasmus University has a Global Business Club which covers business sustainability issues, and members from the Net Impact chapter have attended their events. The Net Impact chapter also held a successful Games Night, an internal fundraiser for social microfinance endeavors. These events ensure all the students in the MBA program are aware of Net Impact and have access to its activities.

We have professors who’ve been leaders in researching and teaching sustainable business issues for more than 10 years. We didn’t just start talking the talk two years ago.
The RSM Student Association operates quite independently of the administration. This means the Net Impact chapter is free to organize events as it sees fit, but receives some financial seed support from the school. Internal and external fundraising efforts are used to subsidize events, speaker visits, and conferences. The school administration is generally cooperative when it comes to the activities of the chapter. School support in the form of facilities and event hosting is given freely.

The administration in general and admissions office in particular express neither positive nor negative bias towards activities or applicants with social and environmental interests.

The RSM career services places emphasis on equipping students and graduates with the tools they need to find jobs, rather than securing placements for them. Therefore, it is possible to use these resources and the school’s alumni network to hunt for jobs with a social and environmental focus. One career counselor in particular has a demonstrated interest in sustainability and is well acquainted with relevant people and companies in the sector.

RSM, located in the Netherlands one hour from Amsterdam and half an hour from the Hague, is at the center of one of the most socially and environmentally innovative areas of the world, providing opportunities with companies ranging from clean-tech startups to CSR-aware multinationals. The Netherlands is also home to many international NGOs and nonprofits. RSM’s emphasis on diversity means that transition into these sectors is possible.

The strengths of the RSM program are its emphasis on personal growth and its diversity. While as academically rigorous as any other business school, the RSM program is designed to actively develop students into cross-boundary leaders. This is achieved explicitly through the curriculum (particularly the Personal Leadership Development program), as well as through a heavy emphasis on group work and an incredibly diverse student body.

**CAREER SERVICES & ALUMNI**

The most helpful career resources in a job/internship search are:

1. Career Center Events
2. Career Services Staff
3. Alumni Network

62% have been able to find a job or internship that to some degree fits with their values

63% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

**Prominent Alumni**

- Bjorn Dudok van Heel (2007) - Founder & Partner, Veneti Capital
- Frederic Petrigniani (2003) - General Manager, Oxford Sustainable Group
- Rokus Wijbrans (2000) - Managing Director & Owner, CarbonCapital Solutions
- Maurits Boogaard (1997) - Vice President, Centrotec Sustainable AG
- Marcelle Askew (1995) - Partner, Eco Commerce

**ADMINISTRATIVE SUPPORT**

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 71% say they are satisfied

In extracurricular activities, 46% say they are satisfied

**REASONS TO ATTEND**

Published by Net Impact • Content submitted by current students in spring 2010
REASONS TO ATTEND, continued

Students are interested that many individuals come from different parts of the world and have widely differing viewpoints on environmental and sustainability issues. This environment is one in which social and environmental themes are both easy to pursue and often challenged by people with completely differing viewpoints, which helps develop interests and the ability to present a viewpoint.

Regarding preparation for ethical and socially responsible leaders:

- 16% strongly agree that Net Impact members are adequately prepared for socially responsible leadership.
- 11% strongly agree that all students are adequately prepared for socially responsible leadership.

n=24
ESADE UNIVERSITY
ESADE BUSINESS SCHOOL

SILVER NET IMPACT CHAPTER

AT A GLANCE

Number of students: 300

17% of ESADE students are Net Impact members
30% of those members are “very active”
45% are “somewhat active”

This chapter in three words: Passionate, Collaborative, Pragmatic

Chapter leaders: Suzanne Jenkins (suzanne.jenkins@alumni.esade.edu); Olga Lefas (olga.lefas@alumni.esade.edu)

CURRICULUM

The ESADE MBA develops a cooperative and open mentality thanks to its teamwork-centric methodology. Furthermore, as compared to other institutions, ESADE Business School has a strong curriculum in terms of social and environmental themes. Not only are there special courses that are focused on development such as Global Context of Management, Environmental Issues, Social Entrepreneurship, and Managing CSR: from Theory to Practice, but courses like Social Marketing and Strategies for NGOs in which social and environmental themes are embedded into the core curriculum. The themes are interwoven through case studies, guest speakers, readings, and group projects. ESADE MBA students also benefit from the Institute of Social Innovation. Faculty at the Institute are at the forefront of their fields and are deeply committed to students’ education. The Institute allows students to work on ongoing research projects in areas such as NGO administration, CSR, and social innovation practices.

STUDENT ACTIVITIES

ESADE is renowned for its diverse student body that represents over 45 nationalities. Though Net Impact is currently not as popular as more mainstream clubs like Finance or Consulting, there exists a rapidly growing group of very committed students who engage in various activities. These activities are designed to support each other’s career development, expand their education, and provide networking opportunities that grow the chapter. ESADE also has a Clean Energy and Environment Club, which the Net Impact Club partners with. Net Impact members include both full-time and part-time MBA students. This gives an opportunity for students with different backgrounds and experiences to experiment with the club projects.

The club has structured its activities in line with three major goals: to foster the education of club members, to assist members with recruitment opportunities in their educational pursuits, and to make a positive impact on campus and in the community. Areas of focus include international development, microfinance, climate change, public healthcare, education, poverty, globalization/geo-politics, social entrepreneurship, and economic development. In the past, the club has organized events and brown bag lunches with practitioners on campus. The club also collaborates with other business clubs in organizing joint events that would pique the interest of more people. Such joint events have been in areas of development finance, social marketing, and case preparation. Campus and community impact projects include MBA coursework such as social enterprises consulting, campus greening, and workshops on business basics for the community.

CAREER SERVICES & ALUMNI

The ESADE MBA’s Career Services Team is in continuous contact with the international business community and frequently travels to develop and nurture relationships with employers. The world’s top companies

Published by Net Impact • Content submitted by current students in spring 2010
in industry, finance, and consulting attend ESADE’s on-campus talent recruitment events in search of prospective employees to fill their international management positions around the globe. Given the select number of participants in the full-time MBA program, ESADE’s career services team delivers personalized attention to all students. The career services team is seen as a partner to candidates during their job search initiatives.

Apart from MBA Career Weeks, the career services team maintains close relations with worldwide recruiters, organizes the Career Impact Cycle, and publishes a weekly newsletter with numerous open positions. The companies offering social impact-related positions and recruiting at ESADE include international development agencies (UNDP, Corporación Andina de Fomento, ICRC), large non-profit organizations (The Clinton Foundation), and various companies looking for students interested in corporate responsibility. In addition, ESADE maintains close relationships with several environmentally focused businesses. Since 2008, a career advisor is assigned to each student club, and Net Impact has a person on the team to partner with to develop and maintain relationships with employers of interest for socially and environmentally motivated students (NGOs, social enterprises, and international organizations).

Career services supports the Net Impact Club by inviting and hosting representatives of socially and environmentally-focused organizations and businesses on campus. This combined effort results in several information sessions and networking opportunities every month.

**Administrative Support**

Although religion plays no part in the curriculum, thanks to its Jesuit origins ESADE has inherited an extremely values-driven and humane approach to management. The admissions office values candidates who reflect the ESADE culture and values. The administration also provides advice and support for students who undertake unpaid internships in social or environmental fields.

**Reasons to Attend**

ESADE’s international student body, Entrepreneurship Center, Institute for Social Innovation, and Leadership Assessment and Development Program (LEAD) make the school a very appealing choice for a person interested in social and environmental themes. Dedicated faculty, along with a committed career services team, help all students find the right career opportunities.

---

Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeremie Fosse (2009)</td>
<td>Director, Global Eco Forum</td>
</tr>
<tr>
<td>David Hatch (2004)</td>
<td>Project Development Officer, USAID, Afghanistan</td>
</tr>
<tr>
<td>Victor Esteban (1996)</td>
<td>Senior HR Officer, The World Bank</td>
</tr>
</tbody>
</table>

---

**Contact Information**

Avinguda d’Esplugues, 96 08034, Barcelona, Spain • Phone: +34 93-280-6162 • Email: mscmanagement@esade.edu

http://www.esade.edu/page/eng/business-school

---

ESADE BUSINESS SCHOOL, continued

---

---
The George Washington School of Business (GWSB) offers countless electives to tailor a career track. Preparing leaders with integrity for the global environment is one of the main pillars of the school’s vision statement. GWSB launched a new curriculum in the fall of 2008 with a focus on ethics and sustainability and core courses, such as Business Responsibility and Business in Public Policy. Ethics and sustainability themes are woven into many of other core courses. GWSB has specific tracks for Net Impact members, such as Environmental Policy and Management and Strategic Management and Public Policy (SMPP). It provides students with countless electives to choose from both within the business school and throughout other schools at the university, including the Trachtenberg School of Public Policy and the School of Engineering and Applied Science. Students can also take courses at the consortium of schools in the DC area or receive joint degrees with the Law School (MBA/JD) and Elliott School of International Affairs (MBA/MA).

A number of GWSB faculty are considered leaders in the social and environmental field. Dr. Mark Starik is Department Chair and Professor of SMPP. He teaches a number of sustainability courses, including a summer-abroad program to enable students to gain international management experience while addressing environmental issues, and holds a yearly two-day climate action conference. Dr. Timothy Fort, a Lindner-Gambal Professor of Business Ethics, teaches business ethics at the GW School of Business and serves as Executive Director of the Institute for Corporate Responsibility (ICR). Another notable professor is Dr. Jennifer Griffin, Associate Professor of SMPP. Professor Griffin teaches a number of courses with a focus on corporate social responsibility (CSR), including a study abroad class in London where business students have the opportunity to compare CSR practices in the US to those in the UK.

GW Net Impact actively encourages the incorporation of social and environmental themes into the program by introducing the school to new initiatives like the UN Principles for Responsible Management Education (www.unprme.org). These core curriculum review efforts have yielded core courses dedicated to social and environmental themes, as well as the Certificate in Responsible Management (CRM) program, which was developed in 2009 by GWSB students and provides students with an opportunity to demonstrate their commitment to becoming responsible managers through the completion of 50 hours of service learning, 45 hours of extracurricular work with Net Impact or a likeminded organization, and six credit hours of courses pertaining to social and environmental issues.

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Environmental Sustainability
3. International Development

84% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
80% are satisfied with the number of courses offered that include social or environmental issues

n=25
At The George Washington University School of Business, our new MBA curriculum trains business leaders to act responsibly, lead passionately, and think globally. It’s smart. It’s bold. It might even rock the boat. Be a leader who stands for something greater. Go to business.gwu.edu/grad or call 202-994-1212.
GW Net Impact is considered the largest and one of the most active clubs in the MBA program. Events include networking, speaking engagements, community volunteering, career development, and educational information sessions. GW Net Impact gets tremendous support from the MBA Association, the umbrella organization of all clubs, and support from other MBA candidates. GW Net Impact has representatives from the Master in Tourism and Master in Public Policy/Public Affairs programs on its 2009 board. GW Net Impact partnered this year to co-organize the inaugural Business Response to Climate Change with the GWU Energy Club. This half-day conference featured speakers from Good Energies, the Carbon War Room, Better Place, and more.

GW practices what it preaches about being “green.” The GW Office of Sustainability oversees GW’s Climate Action Plan which includes an inventory of university greenhouse gas emissions and creation of a task force to implement recommendations to sustainably reduce its contributions to climate change through energy efficiency, transportation, renewable energy, and carbon offsets. Several Net Impact members are engaged in these initiatives through internships with the GW Office of Sustainability and through membership on the Task Force. Also, GW Net Impact members have made significant impacts through their contributions to help establish the first green roof on campus, and members continue to work toward the installation of a solar facility on campus, through a partnership with the GW Solar Institute – a premier research facility focused on the economic, technical, and public policy issues associated with the development and deployment of solar energy. Recycling drives, tree planting events, film screenings, sustainable building tours, and conferences, panels, speakers, and events on climate change and the environment are all regular occurrences on campus. Finally, several institutions, such as the Institute for Corporate Responsibility and Sustainability Institute, involve students in their research opportunities and work.

Through the Board Fellows program, GW-Net Impact matches Net Impact members with local nonprofit organizations to provide board governance and assistance with mission-critical projects. In fall 2009, GW placed nine Board Fellows among five local organizations. This round focused on start-up organizations providing a range of services including peace education, conservation, and community improvement through public art. Projects included marketing, financial, and strategic business planning.

GW Net Impact has representation on the Student Admissions Committee and participates at “Super Saturdays” events in which prospective students visit The George Washington University School of Business, providing applicants with information, and answers about the school and club.

The career center offers a wide range of services and has counselors and second-year peer advisors that focus specifically on nonprofit, sustainability, and government careers. Career center services focus on everything from resume and cover letter review, mock interviews, on-campus recruiting, and networking sessions and panels. GW’s location in DC provides MBA candidates with countless opportunities to network and learn from local professionals. GW’s vast alumni network is situated throughout social, environmental, international, and governmental organizations.

GWU’s MBA program ranks 13th out of a list of the
top 100 global MBA programs, according to the Aspen Institute’s *Beyond Grey Pinstripes* report. The ranking measures the extent to which business schools equip students with an understanding of the social, environmental, and economic perspectives of global business.

GW Net Impact hosted mini-career treks to OPOWER, an industry leader in Energy Efficiency and Smart Grid software, and RARE Conservation, the leader in social marketing for biodiversity conservation, in partnership with the DC Net Impact Professional Chapter. GW Net Impact has also hosted on-campus networking sessions at its annual It’s Just Lunch session, where current students participate in a speed networking event. The fall 2009 lunch featured social and environmental DC professionals from places including Teach for America, Chemonics International, and CARE USA.

The GW Net Impact’s bi-weekly newsletter includes links to jobs and internships with social and environmental impact themes. Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students wishing to take an unpaid or underpaid internship. In 2009, GW Net Impact raised a total of $4,000 to subsidize a student’s social or environmental internship.

GW Net Impact hosted mini-career treks to OPOWER, an industry leader in Energy Efficiency and Smart Grid software, and RARE Conservation, the leader in social marketing for biodiversity conservation, in partnership with the DC Net Impact Professional Chapter. GW Net Impact has also hosted on-campus networking sessions at its annual It’s Just Lunch session, where current students participate in a speed networking event. The fall 2009 lunch featured social and environmental DC professionals from places including Teach for America, Chemonics International, and CARE USA.

The GW Net Impact’s bi-weekly newsletter includes links to jobs and internships with social and environmental impact themes. Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students wishing to take an unpaid or underpaid internship. In 2009, GW Net Impact raised a total of $4,000 to subsidize a student’s social or environmental internship.

GW Net Impact hosted mini-career treks to OPOWER, an industry leader in Energy Efficiency and Smart Grid software, and RARE Conservation, the leader in social marketing for biodiversity conservation, in partnership with the DC Net Impact Professional Chapter. GW Net Impact has also hosted on-campus networking sessions at its annual It’s Just Lunch session, where current students participate in a speed networking event. The fall 2009 lunch featured social and environmental DC professionals from places including Teach for America, Chemonics International, and CARE USA.

The GW Net Impact’s bi-weekly newsletter includes links to jobs and internships with social and environmental impact themes. Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students wishing to take an unpaid or underpaid internship. In 2009, GW Net Impact raised a total of $4,000 to subsidize a student’s social or environmental internship.

GW Net Impact hosted mini-career treks to OPOWER, an industry leader in Energy Efficiency and Smart Grid software, and RARE Conservation, the leader in social marketing for biodiversity conservation, in partnership with the DC Net Impact Professional Chapter. GW Net Impact has also hosted on-campus networking sessions at its annual It’s Just Lunch session, where current students participate in a speed networking event. The fall 2009 lunch featured social and environmental DC professionals from places including Teach for America, Chemonics International, and CARE USA.

The GW Net Impact’s bi-weekly newsletter includes links to jobs and internships with social and environmental impact themes. Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students wishing to take an unpaid or underpaid internship. In 2009, GW Net Impact raised a total of $4,000 to subsidize a student’s social or environmental internship.

GW Net Impact hosted mini-career treks to OPOWER, an industry leader in Energy Efficiency and Smart Grid software, and RARE Conservation, the leader in social marketing for biodiversity conservation, in partnership with the DC Net Impact Professional Chapter. GW Net Impact has also hosted on-campus networking sessions at its annual It’s Just Lunch session, where current students participate in a speed networking event. The fall 2009 lunch featured social and environmental DC professionals from places including Teach for America, Chemonics International, and CARE USA.

The GW Net Impact’s bi-weekly newsletter includes links to jobs and internships with social and environmental impact themes. Since 2006, GW Net Impact has been raising funds annually for the GW Net Impact Summer Fellowship Fund to assist students wishing to take an unpaid or underpaid internship. In 2009, GW Net Impact raised a total of $4,000 to subsidize a student’s social or environmental internship.
ized series of courses based on professional and career goals. MBA students can choose from many electives in sustainability, international development, community development and public policy, energy, and accounting for nonprofits.

The George Washington School of Business stands out from other schools because of its outstanding resources and public commitment to responsible business practices. These resources include the Institute for Corporate Responsibility, the Sustainability Institute, the Center of International Business Education and Research, and the Institute for the Analysis of Solar Energy. Curricular opportunities include countless electives and joint masters programs within the university. Extracurricular advantages include access to industry experts and supportive government agencies throughout DC. The GW Net Impact Chapter takes full advantage of these resources and provides regular exposure to social and environmental initiatives. Students with a passion for social and environmental issues can come to GW and find a wide range of choices and activities to participate in. For all these reasons, GW is an excellent choice for anyone pursuing a socially and environmentally conscious education and career.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>84%</td>
<td>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>28%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=25
The Georgetown MBA curriculum offers courses that meet the needs of diverse types of Net Impact students, with particular strengths in international development, CSR, ethical business, and nonprofit management and marketing. Georgetown Net Impact continues to push for more courses on social and environmental themes. Because of this, students are increasingly exposed to Net Impact-related topics in their core course load.

A major highlight of the MBA program is that it culminates in a semester-long international consulting project that includes a 10-day onsite client visit. Recent sites have included Shanghai, Ho Chi Minh City, Johannesburg, and Sao Paulo.

Several components of the MBA program are of particular interest to Net Impact students, including:

- **International Development**—MBA students at Georgetown can take a wide variety of courses in this area, including Investing in Africa, Social Enterprise, and others. Students also have the opportunity to take courses or pursue a joint-degree with Georgetown’s School of Foreign Service, a top-ranked International Affairs graduate school. Georgetown MBA students have the opportunity to pursue a certificate in International Business and Diplomacy, which appeals to those interested in development, microfinance, global supply chain, and other related issues. Alumni go on to the World Bank, IMF, FINCA, USAID, Ashoka, and others.

- **CSR and Ethical Business**—All students at Georgetown MBA take Leadership and Business Ethics, a two-part course on managerial ethics and corporate social responsibility. For the past three years, students in this course have worked with Coca-Cola Enterprises to produce its annual CSR report. Students also supported Cisco Systems in its CSR reporting during fall 2009. Other elective courses in this area include: Corporate Social Responsibility, Climate Change, and White Collar Crime. Alumni go onto Coca-Cola, Green Mountain Coffee, Nike, and others.

- **Nonprofit Management, Marketing and Philanthropy**—Georgetown has great faculty in this area, including Alan Andreasen, a founder of social marketing, and Bill Novelli, founder of the advertising and Public Relations firm Porter Novelli and former CEO of the AARP. Relevant courses include Social Marketing, Writing Winning Proposals, Leadership and Management of Nonprofit, and Leading Organizational Change. Students also have the option to pursue courses or a joint degree at the Georgetown Public Policy Institute, which offers additional coursework in this area.

- **Other Net Impact Related Curricula**—Topics such
as sustainable supply chain and expanding business into developing countries are included within the core courses. This allows students who have not previously consid-
ered Net Impact to be exposed to the issues and engage in conversation.

**STUDENT ACTIVITIES**

Georgetown MBA offers a range of activities including speakers, panels, workshops, volunteer opportunities, and networking events for students interested in socially responsible business, nonprofit management, government, and international and emerging markets development.


- **Net Impact Trek** presents a series of site visits to DC-area organizations. Recent visits have included Ogilvy Public Relations, Millennium Challenge Corporation, World Resources Institute, and USAID.
- **Net Impact Day** brings practitioners from a variety of fields to discuss hot topics in sustainable and socially responsible business. Recent presenters have been from Ashoka, JP Morgan, CITI, Dalberg Global Advisory Partners, Coca-Cola Enterprises, and a keynote from the CEO of The One Campaign.
- **Social Impact Week** is how Georgetown shows its incoming students how various socially responsible business topics, across all sectors, can impact their lives. They do this by using workshops, publicity events, and focused and targeted activities. In 2010, the week closed with a discussion led by a VP from the Bill and Melinda Gates Foundation.
- **Speaker Events** are regularly held on campus through Georgetown Net Impact efforts. Speakers this past year have represented Novartis and Seventh Generation. Collaborations with the entrepreneurship and clean-tech clubs and the MSB administration have allowed students to attend speeches by Muhammad Yunus and Richard Branson.
- **Networking Events** serve as a way to share ideas and the mission of Net Impact, provide fundraising opportunities for the chapter, and interact with the DC Professional Chapter of Net Impact.

There are several service programs available to Georgetown students. Students who carry out more than 100 hours of total community service over the course of their MBA are eligible to become a Community Fellow, an honor that is bestowed at graduation.

- **Board Fellows.** Forty-six students, about 1/3 of the membership, participate in the Board Fellows Program. Through this program, students are connected to DC-area nonprofits to serve on their Board and complete MBA-related consulting projects. Examples of recent projects include the creation of strategic plans and measuring return on investment for a social investment firm.
- **MBA Volunteers.** MBA Volunteers is a student organization distinct from Net Impact. It executes a number of community service projects throughout the year. Recent projects have included preparing and serving food at DC Central Kitchen and painting school buildings for the DC Public School System.

**CAREER SERVICES & ALUMNI**

The administration has recently expanded its formal Career Management program to include social and environmental jobs. The school has strong connections in government, international development, and public sector consulting, and are deepening its network in Fortune 500 CSR opportunities.

There are two Career Management staff members assigned to the Net Impact Chapter. They work with employers to develop job and internship opportunities. The chapter’s experience is that Georgetown’s Career Man-
The management office has been very responsive and proactive in this area. The chapter has met with Career Management and has developed a plan to ensure students have access to as many resources as possible. There are also several opportunities for students, including a host of nonprofit and government career fairs, career fairs at the Georgetown Public Policy Institute, and opportunities to network with the DC Professional Chapter of Net Impact, one of the largest such chapters in the nation. Georgetown also organized a bus to the Net Impact Conference at Cornell University in 2009 and plans to hold career prep sessions prior to the 2010 Conference aligned with Net Impact’s conference tracks.

The academic calendar at Georgetown features several relevant career treks each year, including Net Impact Trek, Marketing Trek, Consulting Trek, and California Trek. This year, Net Impact visited Millennium Challenge Corporation, World Resources Institute, and Ogilvy Social Marketing.

The Nonprofit Internship Fund provides scholarships to students who accept unpaid internships with nonprofits or government agencies. Typically, every student who applies receives some funding.

Georgetown has a strong reputation among DC area organizations, especially in government, public sector consulting, and international development. More recently, the school has built a good national reputation and alumni network within Fortune 500 corporate social responsibility departments, with alumni staffing CSR positions at Nike, Pepsi, and other major departments.

Georgetown’s administration is very supportive of Net Impact issues, helping to develop new courses, get top speakers, and strengthen career management. The dean of the MBA program, as well as much of the administrative staff, have experience working in MBA programs with strong Net Impact chapters. Moreover, Georgetown is a Jesuit institution, so the values of ethics and social responsibility run deep.

The admissions staff at Georgetown stress that they are interested in creating well-rounded MBA classes. Because of Georgetown’s location in Washington, DC, the class has a diverse member pool from the nonprofit management, public policy and advocacy, law, government, and international development fields.

Net Impact also receives strong financial support from the administration. This support enables the chapter to carry out Net Impact Day, Net Impact Trek, Social Impact Week, happy hours, speaker events, and networking events.

This year, a Net Impact team has worked with the administration and the dean to explore the creation of a formal Social Enterprise Initiative fostering research, curriculum enhancements, a certificate program, and formal consulting opportunities backed by faculty advisors. This initiative is currently in strategic planning phases but has gained tremendous support from faculty and administration.

Regarding the administration’s commitment to including social and environmental themes...

In the curriculum, 60% say they are satisfied
In extracurricular activities, 60% say they are satisfied

The most helpful career resources in a job/internship search are:
1. Net Impact Chapter Events
2. Career Center Job Postings
3. Alumni Network

82% have been able to find a job or internship that to some degree fits with their values

n=58
Georgetown’s key strengths are its DC location, its international character, its academic excellence, and its Jesuit tradition. These traits combine to create a culture that’s collaborative, open, ethically-minded, and engaged with government and social change. All of this gives us a unique perspective on what the future of management will look like. Whether they are Net Impact members or not, Georgetown students tend to think about these issues and are engaged in exploring them through Net Impact and other avenues.

A few things that students considering Georgetown may want to think about:

Do they want to be a big fish in a small(er) pond? With a small student body and a growing community engaged in social and environmental issues, Georgetown is still at a point where great ideas are heard and implemented, and the school is receptive to motivated, engaged students. Georgetown is a great place to get outside the “traditional” MBA mindset and explore new social and environmental issues with passionate, like-minded folks.

Are they focused on international development, government, or CSR? Georgetown has a strong curriculum, lots of alumni, and lots of extracurricular opportunities in these areas. A DC location is unparalleled for gaining access to some of the most exciting work out there.

Are they looking to be part of a larger university community? One side benefit to doing an MBA at Georgetown is that it provides access to a community and alumni network of lawyers, public policy experts, foreign servants, health scholars, and academics from across Georgetown’s grad schools. This broadens the academic experience and can also be a really powerful networking tool.

Regarding preparation for ethical and socially responsible leaders:

59% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
Under 10% strongly agree that all students are adequately prepared for socially responsible leadership
Within the curriculum in the HEC MBA, social and environmental courses are mainly during the customized thread (electives), and are the result of synergies with other HEC Paris Programs.

The fundamental thread includes one mandatory course called Sustainable Business Strategy. This 16-hour course focuses on sustainability theory and includes a participant-led audit on a specific company’s approach to sustainability. Participants also compose a paper on their interpretation of sustainability and how they anticipate incorporating it into their post-MBA career. Learning depends a lot on the discussion generated in the classroom as well as the interest and effort that peers put into it.

Another fundamental course, Strategic Management, includes one case related to bottom of the pyramid strategies. This case study is complemented with the company’s CEO visit as a guest speaker on the general strategy of the company.

An elective certificate, Social Business, is available to MBA participants. It includes five courses geared toward giving participants a hands-on practical experience in social business.

HEC also allows participants to combine their MBA with the HEC Masters in Sustainable Development.

Net Impact at HEC is one of the most active and visible associations among ten professional clubs in the MBA program. Clubs are the key source of information and activity regarding social and environmental issues.

The most important event put on by Net Impact at HEC is the annual HEC Social and Sustainable Business Conference (SSBC). This year, the SSBC took place on HEC Paris campus in Jouy-en-Josas in May. The conference featured two days of keynote speeches and engaging panels with experts and practitioners from around the world. Discussions revolved around three key themes and their impact on both current and future business practices: change, measurement, and sustainability. Organized by HEC Paris in conjunction with Net Impact, the conference attracted participants, academics, and national and international government representatives and professionals. Keynote speakers included Clara Gaymard, President of GE France and GE International

The Net Impact chapter at HEC MBA also:

- Coordinates quarterly pro-bono consulting projects with local nonprofit organizations. As of now, the chapter has completed 10 projects;
- Seeks opportunities for participants interested in doing Mission in Action Projects (MAPs). These are three to four month fieldwork experiences in developing countries. The objective is to provide business knowledge while giving back to the community;
- Launched the Campus Greening initiative to reduce the impact that the school's academic activities have on the environment;
- Plans a yearly fundraising campaign to raise money to support participant activities and make a charitable contribution.

The MBA program also offers extracurricular activities related to social and environmental issues with groups like Women in Leadership and Cleantech.

### Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>One of the Most Active</th>
</tr>
</thead>
</table>

| 50% |
| are satisfied with the number of |
| extracurricular offerings around social or environmental issues |

| 20-40% |
| of the student body is involved in |
| extracurricular activities related to social or environmental issues |

### CAREER SERVICES & ALUMNI

The HEC MBA, through the Careers Management Center (CMC), has recently started to incorporate the specific “green energy” market into its career offerings. They rely on participants to create more options through activities such as treks and MAPs.

The CMC is organized in three sectors: industry, finance, and consulting. There is no specific social and environmental focus. However, during the last year, they have been working closely with a consultant specialized in alternative energy recruitment, networking, and training. This partnership has given participants more exposure to careers in sustainability and provided one-on-one coaching on how to approach a career in the industry.

Career treks are organized by participants in the HEC MBA. In 2010, the Cleantech team led a group of 10 people to Lyon, France to visit top Cleantech businesses in the region and network with HEC alumni.

The Mission in Action Projects are internship equivalents. The HEC MBA administration allocates funds to support participants who choose to undergo these projects with nonprofit organizations.

### The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Net Impact Chapter Events
3. Career Center Events

| 39% |
| have been able to find a job or internship that to some degree fits with their values |

### ADMINISTRATIVE SUPPORT

The HEC MBA administration sets the guidelines for social and environmental initiatives in the program, and motivated participants are elected by their peers to oversee the projects. The MBA participants are in charge of the end-to-end process, from generating ideas to implementing them.

The administration directly incorporates the sustainability courses in the core curriculum. It supports the Social and Sustainable Business Conference budget and the program’s registration to the UN’s PRME initiative.

The implementation of all other social and environmental activities is the responsibility of the participants.
that chose to do so as part of their extracurricular activities. Involvement of administration and faculty is a key element to the success of the chapter’s initiatives. In the HEC MBA, there is a significant opportunity to increase the staff’s involvement, both through promotion and support of social and environmental values and interests. This year, the chapter has officially nominated a faculty advisor to help in this objective.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 33% say they are satisfied in extracurricular activities, 38% say they are satisfied n=24

**REASONS TO ATTEND**

The HEC MBA Program has incorporated elements from the other programs within the HEC Business School to offer a more socially and environmentally responsible education. In parallel, MBA participants take the initiative to coordinate activities based on their social and environmental interests.

The main academic strengths stem from leveraging the synergies between HEC Programs, such as the social business track offered in undergrad, and the Master in Sustainable Development.

Within the MBA program, the Net Impact chapter, together with other clubs, plays a key role in generating awareness and action regarding these topics. Participants decide what initiatives are of interest to them and are fully responsible for making them happen. Key events and activities include the annual HEC Social and Sustainable Business Conference (open to the public), MAPs, pro-bono consulting projects, campus greening, and fundraising.

Efforts by the MBA Administration to improve the social and environmental focus of the program include the fundamental course on sustainable business strategy, the support of the Social and Sustainable Business Conference and MAPs, and the recent decision to include green energy as part of the Career Management Center options.

A potential applicant should consider that at HEC, there is a framework for social and environmental initiatives linked to business education and experience. It is up to the participants to define and organize the events and activities, and seek endorsement from the administration to make them happen.

In order to enhance this existing framework, social and environmental issues need to move from isolated discussions to integrated topics embedded within the MBA program. Additionally, there are many opportunities to improve awareness, participation, and positive behavior changes, with both participants and staff.

Regarding preparation for ethical and socially responsible leaders: 33% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

Under 5% strongly agree that all students are adequately prepared for socially responsible leadership

n=24

---

1, rue de la Libération, 78351 Jouy en Josas cedex, France • Phone: +33 1-39-67-95-46 • Email: admissionmba@hec.fr

http://www.mba.hec.edu/
The Environmental Management and Sustainability (EMS) Program at the Stuart School of Business is the focus of Net Impact at the Illinois Institute of Chicago. The Stuart School of Business also offers MBA, Finance, Marketing, and Public Administration Masters degrees. You can choose an MBA with a sustainability concentration as well. The EMS program also draws students from other parts of the campus, such as the Design School, the Architecture School, and the Engineering School. The EMS program’s core classes include: Energy, Environment, and Economics, Industrial Ecology, Environmental Law, Environmental Compliance, Climate Change and Carbon Management, Environmental Economics, Industrial Health and Safety, Risk Management, Pollution Prevention and Remediation, and Sustainable Enterprise. Electives include Water Assessment, Sustainable Communities, Marketing for Environmentalists, and an independent study. Students graduate and move into health and safety, corporate sustainability, CSR, EPA, energy consulting, environmental auditing and compliance, and NGO positions. Environmental policy is infused throughout the entire curriculum. Student projects focus on term papers, PowerPoint presentations, and practical applications of best business practices. The Stuart School has two faculty members that are leaders in social and environmental topic areas and serve on the Advisory Council: George P. Nassos, Associate Director of the Environmental Management, Sustainability Program Director of the Center for Sustainable Enterprise, and Associate Professor; and John Paul Kusz, Co-Director of the Center for Sustainable Enterprise and Associate Professor. Both founded the Center for Sustainable Enterprise (http://www.stuart.iit.edu/cse/) in 2000 and have contributed a great deal to the quality and variety of speakers that the school has been able to secure. George Nassos is being nominated for the Faculty Pioneer Award from The Aspen Institute.

The program’s core curriculum is focused on corporate sustainability, eco-efficiency, triple bottom line metrics, emerging economic development, environmental law, renewable energy, and pollution prevention.

Students can take energy law classes at the Law School, urban planning classes at the School of Architecture, and NGO policy formulation at the MPA school. Students also study LEED principles, GHG management, CERES, and the policies fostered by many international organizations such as the Environmental Defense Fund, The Pew Center on Climate Change, GreenBiz, World Council on Sustainable Business Development, and UNFCCC.

Case studies are read and critiqued in all classes, and guest speakers appear frequently. Some of the recent guests include Bob Langert, Vice President of Corporate Social Responsibility at McDonalds, Bill Blackburn, author of The Sustainability Handbook, Joel Makower, author of Strategies for the Green Economy, Pete Carey, President and CEO of Frito-Lay, and Murali Kanakasabai from The Chicago Climate Exchange.
work part-time internships with them (http://www.iit.edu/campus_sustainability/).

The Net Impact chapter held seven speaker events, one career panel, one educational workshop, and three volunteer community outreach events this past year. A few examples of the events include Friends in the Park; Change You Can Believe In?: Obama, Copenhagen, and Beyond; The Art of the Pitch, and Corporate Sustainability Strategies.

All events were well attended, with representation from the Net Impact Professional Chapter, graduate students from Northwestern, Loyola, DePaul, and the University of Chicago. Industry executives also attended. The average attendance ranges from 45 to 65 attendees at each event. The chapter’s website (www.iit.edu/~netimpact/) is updated monthly with events, links directly to the newsletter, features membership information, and lists the current officers.

The Chapter leaders have decided to call themselves “Net Impact Officers” instead of assigning specific roles and titles. This spreading out of responsibilites has proved very effective. Members also play an active role in the chapter as they update the website often, emailing and communicating with over 400 people each month. Net Impact is by far the most active student group at the Stuart School of Business.

CAREER SERVICES & ALUMNI

Professor George Nassos is the school’s career service provider. Job opportunities are emailed almost daily to students. Stuart also houses a career services center which analyses resumes, holds interviewing workshops, and hosts student career fairs. Networking is strongly encouraged to build relationships, and many students take part in the Chicago Sustainable Business Alliance, Green Drinks, the USGBC Chapter, Climatini, The Chicago Council of Global Affairs, and The Air and Waste Management Association.

ADMINISTRATIVE SUPPORT

The school pays the chapter dues each fall and supports the group with $1,000 each semester. Members use these funds for food for guests and members at events. The school also provides copying services, advertising on an LCD screen, and all-student emails. It is very supportive of Net Impact, due in large part to the fact that it is the most active group on campus.

REASONS TO ATTEND

The core strength of the Stuart School of Business is the interdisciplinary focus on environmental policy, business practices, sustainability, and management. The program focuses on the various needs presented by today’s complex and interrelated issues of energy policy, sustainability, environmental mitigation, internalizing environmental accounting, and environmental law. MBA students can also take a concentration in sustainability and are free to choose from the above-mentioned courses. The greatest strength of the program, however, is the networking opportunities. Professor George Nassos and the program director regularly schedule industry professionals, corporate vice presidents, and other experts to speak in the classes in addition to conferences on social and environmental issues.
The curriculum at Kelley provides many opportunities for students to learn more about social and environmental themes. The annual first year case competition has revolved around these two topics. In their first year, students look into the partnership between Whirlpool and Habitat for Humanity in India, while second year students take a look at Eaton’s new country entry strategy for their hybrid engines.

In addition to these competitions, the Net Impact leadership is currently in the process of working with the core faculty to have more CSR and sustainability cases discussed inside the classroom. The administration has been very open in helping to facilitate these discussions, and the faculty is receptive to making changes in order to incorporate these themes into their curriculum.

In addition to the core curriculum, students are given several opportunities to further explore their interests in social and environmental issues. Available courses include Social Entrepreneurship, Sustainability, and GLO-BASE (Global Business and Social Enterprise). The latter is an experiential course that allows students to work directly with entrepreneurs and small to medium-sized enterprises in developing countries. In 2010, a group of 30 students spent two weeks in Peru, and in 2011 the program has been expanded to include Ghana and India. Not only does this allow students to gain international exposure and consulting experience, it also allows students to see ways in which they can use their skills to increase the well-being of individuals living in underdeveloped countries.

Students also have the chance to pursue a Certificate of Social Entrepreneurship in addition to their MBA. This allows students to take courses at the School of Public and Environmental Affairs (SPEA) at Indiana University, in addition to their MBA studies. This provides an incredible opportunity for Kelley students to learn from faculty at both a top-ranked public affairs program and a top-ranked business program. Because of the interdisciplinary studies offered and the curriculum changes that Net Impact facilitates, students are able to learn about the integration of business and social and environmental issues during the entire two years they are at Kelley.

At the Kelley MBA Net Impact Chapter is proud to offer a variety of events and activities related to corporate social responsibility and other topics such as social entrepreneurship, nonprofit management, international development, and environmental sustainability. Past activities include speaker series, networking events, and fundraising events. At the professional speaker series, leaders from Eli Lilly, Social Enterprise Associates Consulting, Aid to Artisans, Stonyfield Farms, Pfizer, and Cummins spoke about current issues including corporate social responsibility, nonprofit work, and sustainability. At the Net Impact Coffee Hours Networking Events, students engaged in open dialogue about current events impacting today’s environment. In terms of fundraising, Net Impact has raised over $6,000 for the Haiti Relief Fund. Additionally, Mark Albion, best-selling author and founder of Net Impact, visited Kelley and spoke to students about his philosophy on making an impact. In addition to these activities, students also have access to the Board Fellows Program, an opportunity for students to serve on the boards of local of nonprofits within the Bloomington community. The Net Impact chapter orga-
nizes monthly general meetings where they discuss activities and upcoming events, and monthly newsletters sent to Net Impact members that highlight upcoming events and jobs.

**CAREER SERVICES & ALUMNI**

The Graduate Career Services (GCS) office at Kelley plays a vital role in educating and creating awareness among the students about job opportunities in the social and environmental field. The GCS website is constantly updated with nonprofit job opportunities with relevant links. In addition, GCS provides five hours of complementary nonprofit coaching services from the MBA Non Profit Connection. Coaching sessions focus on how to best position yourself as a business leader in the nonprofit world as well as learn more about nonprofit business models. GCS also heads initiatives like the EMPLEO team where students, under the leadership of the career services staff, reach out to different nonprofit and government institutions to understand the best ways to collaborate and add value. This win-win situation provides a strong network and key connections to students and also builds relationships with nonprofit organizations for future collaboration and growth.

Several Net Impact members are committed to making a positive social impact but are constrained by limited financial compensation when considering the commitment to a nonprofit or social internship. To tackle this problem, GCS and the Net Impact leadership team recently met to discuss nontraditional internship funding for MBA students. In an attempt to encourage students to pursue these nontraditional paths, Net Impact is founding a Social Internship Fund. The Social Internship Fund will provide students with additional funding to make nonprofit opportunities more accessible and feasible for students’ pursuit.

**Prominent Alumni**

**Walla Elsheikh (2010)** - Urban Education Administration/Nonprofit Management

**Susan Maupin (1996)** - Director of Marketing, Stonyfield Farm

**ADMINISTRATIVE SUPPORT**

Net Impact leadership at Kelley is committed to empower the student members to achieve their potential and to do good while doing well. The officer team did a commendable job by bringing in speakers from corporations like Pfizer, Lilly, and Cummins to talk about topics like corporate social responsibility and sustainability. The recent company trek to “Endangered Species Chocolate LLC” is one of the many company visits planned to understand how companies integrate sustainable best practices into their operations to generate responsible profitability. Initiatives like the Board Fellows offer students opportunities to apply their MBA skills by serving on the boards of local nonprofits at Bloomington. This enriching experience has, in the past, helped students understand the dynamics of an organization and offered them the flexibility to apply their strategic thinking in a relatively safe environment. The administration encouraged students to attend the 2009 Net Impact Conference at Ithaca, NY by subsidizing their travel and lodging expenses. The leadership team is working on a similar incentive structure based on a subsidy system to encourage future groups of students to participate in as many conferences and networking events as possible. The Net Impact leadership team is also working with professors at an individual level to integrate concepts of sustainability into the core curriculum in the form of case studies. This will play a huge role in boosting the awareness levels of students during the early days of their MBA.

**REASONS TO ATTEND**

Kelley is extremely strong in preparing MBA graduates for careers in many industries. Second year students returning from their internships frequently comment that they were much better equipped in terms of technical skills, Excel modeling, and usable marketing frameworks, for example, than their peers from other leading programs. The professor in this area is the author of Microsoft’s own books on data analysis and business modeling using Excel.

Kelley MBA students get very practical job-readiness training through its internal academies. More than just clubs, these faculty-led, company-sponsored, for-credit organizations are linked to a functional role (consumer marketing, business marketing, consulting, corporate finance, supply chain, investment management or investment banking). Academies travel to visit relevant com-
panies, conduct confidential project work, and connect students with internships and post-MBA employment. Many Net Impact members are drawn to the unique Entrepreneurial Management Academy, which prepares students for life as an entrepreneur, social entrepreneurship, or internal corporate entrepreneurship.

Students interested in careers that benefit society and the environment will find support from several sources. The Johnson Center for Entrepreneurship & Innovation (JCEI), headquartered at Kelley, offers resources for students who want to create their own solutions to the problems that interest them. The School of Public and Environmental Affairs (SPEA), whose graduate programs in nonprofit management and environmental policy are recognized as the best in the country, is physically adjoining to Kelley and makes its courses open to Kelley MBA students. Kelley and SPEA together offer a Certificate in Social Entrepreneurship open to MBA and MPA students, requiring coursework in both schools.
The IE learning model comprises a productive balance of flexibility and structure driven by innovation and diversity. The school’s IMBA program focuses on promoting change on individual, group, and societal levels, with three modules of workshops and conferences. These events are devoted to the search for solutions to global energy challenges, cross-cultural intelligence, the optimization of living spaces, and design thinking. IE tries to enhance the use of creative thinking to provide corporate and social solutions by having sessions led by actors from London’s Globe Theatre and by teaming up with the Architectural Association School of Architecture. There is also a special focus on creative and innovative products for the world’s poorest through Base of Pyramid (BoP) initiatives. Social impact management at IE hinges on three essential angles: knowledge, engagement, and outreach.

Knowledge and Research at IE are powered by social impact management centers like the IE’s Center for Diversity and the IE Center for Eco-Intelligent Management. One of the key projects run in 2010 was the MET Program, which promotes the leadership capability of high potential women through technology, mentoring, and networking.

Engagement of students starts with the admissions process and continues throughout the program. Initiatives include IE’s Social Responsibility Forum, the School’s largest student-led event where world experts meet to analyze challenges and opportunities in the fields of social innovation and sustainability under the aegis of the Net Impact chapter. Another example is EcologIE, a business environment platform centered on education, change, and action. MBA students also have the opportunity to gain hands-on experiences with social entrepreneurs and cross-border NGOs.

Current Outreach initiatives at IE include the continued collaboration with incubator The Hub–Madrid, to support social entrepreneurs and unconventional approaches to enduring social problems. They employ key players in the field of process design, creativity, social entrepreneurship and innovation.

IE Net Impact aims to increase awareness, inspire, and equip the IE community to be socially responsible in business.

The key objectives for the IE Net Impact Chapter in 2010 are to:

- Ensure the reach of IE Net Impact expands across all courses, student groups, alumni, and the Madrid community;
- Establish and retain projects and knowledge that will continue and be accessible in the future; and
- Create a sustainable network for IE Net Impact members to engage with each other both during and after their time at IE.

The key activity for the chapter is the IE Social Responsibility Forum. It aims to promote constructive dialogue among the IE community, businesses, and their stakeholders, and advocate the case for sustainable business. This year the theme is Leading to the Next Big Thing. The program includes two days of inspiring keynotes, engaging workshops, provoking panel discussions, and networking opportunities.

Last year, among the many specialists, the forum had...
It is the mission of IE’s Careers Management Center (CMC) to increase employment opportunities for IE students and alumni. It focuses on:

- Relations with companies: The career center provides students with access to recruiting companies through corporate presentations, the annual careers fair, online recruiting activities, and networking events with NGOs and international bodies such as the World Bank (IFC) and the International Committee of the Red Cross. In addition, companies such as J&J, Santander, Telefonica, and Iberdrola have targeted IE students for CSR positions. Finally, important renewable energy players such as VESTAS, Sun Edison, Gamesa, and Iberdrola Renovables have accessed the school’s talent pool for recruitment purposes by means of on-campus recruiting events and panel discussions.

- Education and advisory services for present and former IE students: The career center educates students to develop the skills required for success in the job market. The center organizes seminars and round tables with CMC personnel, expert external consultants in selection matters, former students who are experts in various functional areas and sectors, recruiting companies, and headhunters.

- Resources for improving the search for employment: The center compiles databases on companies, employment search guides, and books on careers guidance. It also partners with several international online recruitment providers.

Some of the other activities and projects slated for IE Net Impact in 2010 include: Global Village, a week-long venue that promotes diversity by showcasing the cultures of many of the countries that have students at the school; a “Socially Responsible Careers” series of events; and participation in the Aspen case competition.

Prominent Alumni

- Tanguy de Bock (2009) - Social Investments
- Brad Krauskopf (2009) - Oceanian Strategist, The Hub

IE Business School’s commitment to bringing new solutions to sustainability and social challenges through innovation and entrepreneurship permeates every aspect of the school, from the core program content and an extensive range of specialized electives to consolidated initiatives like the MBA social entrepreneurship track. Moreover, IE’s student body is one of the most diverse in the world and includes backgrounds with extensive experience in key fields like renewable energies, microfinance, and social start-ups.

IE’s awareness of the need for constant evolution of social and environmental issues has translated into the creation of social enterprises by our students, coupled with their responsible management practices and outstanding performances in major international competitions and events. Students’ belief in taking the conversation further is embodied by the IE White Paper on Social Innovation and Sustainability. This brings together IE stakeholders, including the deans and vice-deans, and core decision makers of leading institutions, to rethink how the school envision itself in 25 years, as well as its role in developing successful and responsible leaders in a changing world.
Less than 5% of Kaplan students are Net Impact members

18% of those members are “very active”
20% are “somewhat active”

This chapter in three words: Diverse, Persevering, Dedicated

Chapter leader: Gordon Long (gordonlong@student.kaplan.edu)

Kaplan University offers a number of different educational opportunities for the prospective student. The opportunities in the Graduate Program include Business Administration, Accounting, and Management. Major coursework for these programs includes ethics, legal, social, and environmental studies. This includes classes such as Environmental Policy and Management, Leadership Strategies for a Changing World, Survey of Social Problems, and Environmental Policy Analysis.

Kaplan University also offers a variety of clubs and honor societies that a student may be available to join. The clubs and organizations include Net Impact, the Collegiate Entrepreneurs’ Organization, Association for Computing Machinery, Gamma Chi Theta fraternity, Student Accounting Association, and the Ambassadors and Leaders Program. The honor societies include Alpha Beta Kappa, Golden Key, Sigma Beta Delta, and Iota Sigma Tau.

The Kaplan University Career Resource Center has many options to assist students with their career search. This includes long-term career planning; clarification of job and career goals and ensuring that the student is on the path to achieving these goals; tips and examples for resumes, cover letters, interviewing, and interview follow-up; recommending job searches and networking opportunities; exploration of timelines for starting a job search; and virtual webinars to present and answer career-related questions. Additional resources are available for military students or those interested in working for the university.

Kaplan University has been very supportive of the Net Impact chapter. The chapter has been supplied with its own online classroom where it can present information and educational opportunities for its members. Although they have had some technical issues with the classroom, the university has been very proactive in ensuring access for the members. Additionally, the administration has been helpful in assisting students to reach out to prospective members for the chapter.
The biggest strength of the MBA program is the diversity in the classroom. There are students from various ethnic, regional, and employment backgrounds. These diversities lead to many differing viewpoints that complement the discussions involved with the course materials. Also, because of the way the classroom environment is set up at Kaplan, students have the ability to work full-time and go to class without hampering their personal lives. The flexibility of the classes ensures that students from any area or walk of life have the ability to attend classes and earn their education.
As a Jesuit institution, Loyola University Chicago’s curriculum is largely infused with the theory of ethics. As such, the school prides itself on its commitment to social responsibility. The graduate school is working to increase its commitment to the environment and sustainability processes. Many of the core classes and electives dedicate a subsection of the course to touch on environmental impacts of processes, but few electives are dedicated to social and environmental sustainability alone. The exception to this is the Environmental Ethics class taught within the Department of Management.

Over the last year, a few Net Impact members sat down with Loyola faculty, staff, and Chicago professionals to discuss ways to integrate a sustainability focus into Loyola’s undergraduate and MBA curriculum. This process is currently underway for future evaluation. Loyola Net Impact members served on the planning committee, as well as in focus groups for the curriculum development.

The business school is growing in its commitment to environmental sustainability. There are far more projects related to sustainability that are supported on the undergraduate level than at the graduate level, largely due to lack of interest and support. Some of the program faculty and staff are beginning to see the importance of integrating elements of social and environmental responsibility into their daily practices, but there is still much to be done.

The student body of Loyola University Chicago Graduate School of Business (LUC GSB) is a diverse group of full-time and part-time students. Many education-related events are in the evening before classes, and there are also many networking events after the classes end. Because many students currently work, student organizations experience a challenge in finding the right time to hold events and increase attendance. On the other hand, because many students currently work, there are a lot of resources within the student population.

The LUC Net Impact Chapter encourages, inspires, and educates current students to make a positive impact on their current workplace. In addition, the chapter helps students who are looking to transition to or start their career in sustainability by providing networking events and educational opportunities. LUC Net Impact collaborates with other students organizations at Loyola to host events for students.

The Net Impact chapter is currently working with the Center for Urban Environmental Research and Policy at Loyola on a Campus Greening project campaign to ban bottled water on the campus. The members’ responsibility for the project is to analyze the feasibility of banning bottled water and the social, environmental, and economical impact that would be felt campus-wide. The chapter also took the initiative to include classes on sustainability in the curriculum for the MBA program. Members have held meetings with professors, professionals, and students in order to find a change that suits Loyola’s vision.

LUC Net Impact also reached out to other Net Impact chapters, such as University of Chicago Booth part-time and professional chapters, to build a relationship. LUC and Chicago Booth part-time Net Impact chapter held a joint social event in order to establish and strengthen connections in the local area. Furthermore, the chap-
The Career Management Services (CMS) Division has been the most proactive, supportive office within the School of Business and is committed to developing resources for students. CMS staff have been developing a career resources portal on the website specifically for CSR and sustainability related jobs and adding resources and books to the career library that the office has available.

In the next year, one of the chapter’s action projects will be for the VP of Professional Development to work more closely with this office to collaboratively develop better professional opportunities for students. Students understand that there are limits to the office’s ability to bring in recruiters, but their active involvement and future partnership will help the chapter provide better opportunities.

Because of budgetary reasons, there is no loan forgiveness or other special funds available to students who move on to work in the nonprofit sector at this time.

The dean’s office is starting to see the importance of social and environmental responsibility and its integration into our program. Up until now, LUC Net Impact has received some financial support for conference attendance and seeks to increase promotional support. There is no special value placed on social and environmental responsibility in the admissions process. With the new curriculum planning, however, the school could start to see a priority and values shift that allows the organization to garner more support. The school has two key champions within the Graduate Business office and the Career Services office. As students push forward with their campus greening, curriculum development, and professional development action projects over the next year, the chapter hopes to gain more advocates among the faculty and administration.

1 E. Pearson, Suite 204, Chicago, IL 60611, USA • Phone: +1 312-915-8900
www.gsb.luc.edu
MIT Sloan offers an exciting combination of cutting-edge academia surrounding sustainability thinking and rigorous applications of those principles through hands-on project opportunities, student-led clubs, business competitions, and student conferences. A new academic opportunity is the Sustainability Certificate which allows students to leverage MIT Sloan’s strengths in process improvement, organizational learning, entrepreneurship and MIT’s strengths in science and technology. In addition to earning the certificate, students have access to summer sustainability internships and a special resume book. The one-semester core curriculum gives students the flexibility to start selecting the electives they want and allows them the opportunity to drive their educational priorities in almost any sector they choose. At MIT Sloan, there is a strong sense that sustainability should be embedded within business as part of its foundation, rather than an add-on. Therefore, sustainability is introduced into every aspect of business management, from emerging companies to global development.

MIT Sloan’s arc of courses helps students become holistic managers: students can participate in MIT’s 100K, a national business plan competition focusing on early stage business planning; take Professor Eppinger’s course in Product Design and Development for the sustainable design thinking stage; understand CSR through Professor Hafrey’s course in Ethical Practice: Professionalism, Social Responsibility, and the Purpose of the Corporation; and appreciate a macroeconomic view with courses such as Global Climate Change: Economics, Science & Policy.

In addition, MIT Sloan has hands-on project courses led by faculty like Sustainability Lab (S-Lab) or Development Lab (D-Lab) where students travel internationally and collaborate on projects with corporations and organizations dealing with critical sustainability issues. Students also have many opportunities to attend sustainability and social impact-related seminars in the week-long mid-semester MIT Sloan Innovation Period (SIP) and the four-week Independent Activities Period (IAP) in January.

MIT Sloan has numerous research centers, including the Center for Energy and Environmental Policy Research and the MIT Leadership Center. Furthermore, there are many dual-degree programs offered with other area schools, including the Harvard Kennedy School at Harvard University. MIT Sloan students can cross-register for any class offered at Harvard or MIT. Other MIT departments available to MIT Sloan students include Urban Studies and Planning; Civil and Environmental Engineering; Earth, Atmospheric, and Planetary Sciences; and Political Science.

Perhaps most notable are student initiatives around sustainability. The ecosystem is rich with student clubs (including Net Impact and Student Entrepreneurs in Development), student initiatives like the Sustainability Summit, and serious consulting experiences in these areas. This year, with the generous support of MIT Sloan faculty and staff, a stellar group of two dozen students created four rigorous academic seminars spanning financial innovation in the social sector to sustainable agricultural issues. These student-led seminars took 70 students abroad to nearly 10 countries to work with dozens of companies.

The combination of all of these courses and opportunities provides a truly solid foundation for students to lead the next generation of companies with the tenets of sustainability.
MIT Sloan offers numerous extracurricular opportunities for students to make a social and environmental impact. MIT Sloan Net Impact organizes various events and activities, including lunchtime speaker events, Board Fellows, company visits, the Sloan Service Spectacular, the annual Net Impact C-Function (schoolwide party), and the MIT Sustainability Summit. Often MIT Sloan Net Impact partners with other MIT Sloan or MIT clubs to organize or promote these events. Other clubs include Sloan Entrepreneurs for International Development, Energy and Environment Club, MIT Energy Club, Sustainability@MIT, the Management Consulting Club, Sloan Women in Management (SWIM), the Real Estate Club, and the Finance Club. Furthermore, Net Impact partners with the MIT Sloan Senate to coordinate the MIT Sloan Service Day, when students volunteer at nonprofits throughout the greater Boston community.

MIT Sloan Net Impact members are active across the MIT campus as well, engaging in work in energy and the environment, community and public service, international development, global health, ethics, and institute-wide curriculum change. The broader MIT campus is also engaged in a vibrant discussion of issues related to social and environmental innovation. MIT-wide programs such as Development Ventures at the MIT Media Lab, the IDEAS Competition, the MIT Muhammad Yunus Innovation Challenge to Alleviate Poverty, and the Legatum Center for Development & Entrepreneurship leverage MIT’s strengths in technological innovation and entrepreneurship to advance social impact. Additionally, there are numerous campus greening opportunities in which members can get involved. The “Generator” project, for example, encourages students to enhance the campus by developing their own greening initiatives. The MIT Facilities Department and the MIT community at large have both been very supportive of such efforts.

The MIT Sloan Career Development Office (CDO) is effective at providing the advice and skills needed to prepare good resumes and cover letters, as well as negotiate for potential employers. MIT Sloan traditionally attracts employers and careers in the high-tech, consulting, biotech, operations, and banking fields. A CDO focus on jobs in the social impact and sustainability sectors is a new endeavor for the university. In 2010, the CDO launched a ‘sustainability’ initiative in which they are actively recruiting companies to post sustainability and social impact-related jobs. There is now a ‘sustainability’ job search filter on the internal CDO job posting site, and a handful of sustainability-related jobs were posted this spring. Thus far, students are encouraged to identify summer internships and full-time jobs in this sector primarily through networks (alumni, current faculty and classmates, and former job contacts). As the initiative grows and companies see MIT candidates as a promising pool for the sector, these offerings should expand.

There are also numerous student-led treks around the theme. This year, three Study Tours related to sustainability and social impact in the finance and agriculture sectors travelled to East Africa, Southeast Asia, Brazil, and India. The agribusiness trek was heavily focused on sustainability networking in the food sector. Additionally, there was a trek to NYC related to international development career networking. MIT has a heavy emphasis on entrepreneurship, and there are many resources for student entrepreneurs interested in social impact, including the Legatum Center (http://legatum.mit.edu/), the Public Service Center (http://web.mit.edu/mitpsc/), the Yunus Challenge (http://web.mit.edu/ideas/www/challenge.htm), and the IDEAS competition (http://web.mit.edu/ideas), among others. Sloan has a Social Impact Fund, which provides funding and matching grants to students pursuing summer internships in the social impact sphere. There currently is no loan forgiveness program, but there are many ways to identify money, grants, and teaching assistant positions which reduce the overall tuition burden.

The mission of MIT Sloan is to develop principled, innovative leaders who improve the world and generate ideas that advance management practice. Furthermore, the school’s dean articulates three differentiating factors that characterize MIT Sloan: innovation, experiential learning, and commitment to sustainability. The
administration, faculty, and staff understand sustainability and social and environmental impact are pressing business issues about which students want and need to learn. Since the school’s mission is so well aligned with the Net Impact mission, the Net Impact MIT Sloan Chapter is well supported by the school’s administration. The administration provides resources and funding for social impact-related activities, projects, and fellowships throughout the campus and is supportive of student-led initiatives in this area. Net Impact receives seed funding each semester from the Student Affairs Office (SAO). In addition, the SAO provides financial support for a variety of Net Impact activities, including funding for members to attend the annual Net Impact Conference. The administration is also very open to suggestions about best supporting students interested in social and environmental issues and improving curricular and non-curricular activities in these areas.

MIT Sloan represents a dynamic, committed, and fun community of faculty, staff, and students. Together, they seek to work toward sustainability and create a better world through innovation, insight, and rigorous study. MIT Sloan Net Impact members are active across campus. The chapter has the support of the administration and a core group of senior faculty committed to bringing MIT Sloan to the forefront of sustainable business, both in the for-profit and nonprofit sectors. The strong ties Net Impact members have with the rest of the MIT community provide ample opportunity for students to leverage new technologies for social good and environmental sustainability. Students interested in working in alternative energy are in particular demand. The entrepreneurship community at MIT Sloan is energized, and there is great support for social entrepreneurs. MIT Sloan has a high level of commitment to social impact, and MIT’s spirit of innovation is conducive to a personalized, productive, and rich experience as an MIT Sloan Net Impact student.

50 Memorial Drive, Cambridge, MA 02142, USA • Phone: +1 617-253-2659
http://mitsloan.mit.edu/
The core curriculum of the Eli Broad Graduate School of Management at Michigan State University (MSU) includes a wide view on social themes in every area of study, including marketing, accounting, finance, human resources, entrepreneurship, and especially supply chain management. The Broad MBA offers a specialization in sustainability where students are required to take several courses on environmental management, cause-related awareness, fair trade, and other themes centered around sustainability. There are a number of other courses that focus specifically on social and environmental themes.

One of the most intriguing classes is MSC 843: Sustainable Supply Chain Management. Here, Professor Steven Melnyk focuses on developing sound processes and product designs that not only adhere to legal and regulatory standards, but also can help drive the bottom line to create an environmentally responsible enterprise. A core MBA class includes MBA 806: Leading Responsibly where students are encouraged to consider benefits and risks from perspectives outside of the financial realm. The Environmental Science & Policy Department also offers a myriad of courses on social responsibility, environmental concerns and applications, as well as sustainability research. The faculty is currently working to include an elective for supply chain sustainability which should be in the curriculum soon.

There are also several classes within the Agriculture and Law schools at MSU that focus on social and environmental concerns and regulations. There are several dual-degree options, including a JD/MBA with the MSU Law School and a MGM/MBA in partnership with the Thunderbird School. Outside of the Net Impact chapter, Michigan State University has various environmentally-conscious initiatives, such as the “Green Society” and continuous recycling efforts throughout campus.

Broad Net Impact at MSU is actively involved in reaching the core mission of Net Impact, which is to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world. The chapter looks to make great strides in curriculum development, campus greening initiatives, and both community awareness and involvement. Broad Net Impact actively participates in delivering a Sustainability Panel where faculty and corporate executives gather to give a public discussion of sustainability issues and corporate challenges. In addition, Broad Net Impact partners with Habitat for Humanity to help reduce substandard housing. Both events have received a lot of positive feedback, and Net Impact will continue to champion the event.

Broad Net Impact members have been competing in sustainability-based case competitions such as the Leeds Net Impact Case Competition. The teams from Broad consistently rank near the top at all case competitions, and participants from those case competitions will often hold sessions to educate other students in the Broad program about their experiences and knowledge gained.

Additionally, there are many other activities for students to get involved and give back to the community. One is “Food Fight,” a Broad MBA annual tradition, where a number of MBA programs across the country compete to see who can raise the most food to donate to local communities in need. MSU has consistently won...
this competition in recent years; Relay for Life (American Cancer Society), the Susan G. Komen Race for the Cure, and a charity auction to help benefit Cure Search, an organization devoted to childhood cancer research.

### CAREER SERVICES & ALUMNI

The Career Services Center (CSC) at MSU caters to each student’s individual interests and target industries. Although there is not a specific focus on social and environmental industries, if a student is interested in those particular areas, CSC will work with that student to contact relevant organizations and help the student in their career goals.

The Broad Net Impact chapter also works closely with CSC to inform them of opportunities from regional newsletters or from the Net Impact career database. Although funds are currently not available to students that actively seek out internships with nonprofit organizations, the local chapter is working to change this.

#### Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sam Hogg</td>
<td>CEO, GiftZip.com</td>
</tr>
<tr>
<td>Robert Arocha</td>
<td>Volunteer Leader, Peace Corps</td>
</tr>
<tr>
<td>Maria Daane</td>
<td>Executive Director, Santa Clara Libraries</td>
</tr>
<tr>
<td>Shoma Pal</td>
<td>Project Leader, Blue Cross</td>
</tr>
<tr>
<td>Ian Olson</td>
<td>Director of Sustainability, Darden Restaurants</td>
</tr>
</tbody>
</table>

### ADMINISTRATIVE SUPPORT

The administration at the Brod MBA program fully supports students’ interest in Net Impact and is heavily involved in various community and volunteer events. This includes school promotion of the annual “Food Fight” against other MBA programs. The admissions office is aware of leadership roles relating to community involvement and seeks out participants that are involved in objectives aligned with Net Impact’s initiatives. Furthermore, the Broad MBA program is working to include more classes and electives regarding environmental concerns and sustainability issues.

### REASONS TO ATTEND

The Brod MBA Program has very strong emphasis in the fields of supply chain management, human resources, marketing, and finance. The culture of the program is hugely collaborative and contains a heavy focus on team-building. This encourages healthy conflict and forces each team to find innovative answers through various scenarios of the decision-making process. A student particularly interested in social and environmental themes should speak with a current member in the local Net Impact chapter to discuss the chapter’s initiatives and goals.
MILLS COLLEGE
LORRY I. LOKEY GRADUATE SCHOOL OF BUSINESS

AT A GLANCE

Number of students: 110

32% of Lokey students are Net Impact members
20% of those members are “very active”
26% are “somewhat active”

I love this program. It is a very supportive environment and I love the diversity of the interests and backgrounds of all the students.

Chapter leaders: Carly Perera (cperera@mills.edu); Nina Robinson (nrobinson@mills.edu)

CURRICULUM

The Lokey Graduate School of Business offers a rigorous management degree program that prepares students with a solid foundation in business fundamentals while integrating ethics into the very core of the program. Students are required to take an ethics course regardless of their career track to prepare them for making ethical decisions in the workplace. Students have numerous opportunities to sharpen their talents through small group projects and interactive leadership experiences. Students are required to complete a combination of foundation and core courses as well as five electives from a broad range of offerings including Corporate Social Responsibility, Nonprofit Management, Strategic Philanthropy and Social Enterprise, and Entrepreneurship.

The common thread that binds the Lokey faculty is that they are dedicated to helping students achieve their professional goals. The Lokey staff offers a richness and variety of backgrounds and experiences that bring a multidimensional perspective to students’ coursework. They have conducted research, published works, and served as advisors in areas such as climate policy, nonprofit funding models and cost analysis, IT innovation, transportation, and land use.

In addition, Lokey is proud to serve as the home to the Center for Socially Responsible Business. The center is at the forefront of building innovative partnerships that offer MBA candidates compelling learning and networking opportunities. The center hosts a series of three lectures throughout the year that attract visionaries, practitioners, and policy makers from a wide range of organizations where students can gain insight into how business activities affect human welfare and the natural environment. In addition, the Center for Socially Responsible Business offers an annual conference, online resources, and workshops on environmentally and socially responsible practices in business.

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Nonprofit Management & Philanthropy

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

Program’s strengths:

1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Nonprofit Management & Philanthropy

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

88% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
75% are satisfied with the number of courses offered that include social or environmental issues

As a new and growing MBA program, Lokey students are continuing to form student clubs and activities that contribute to the vitality of the program. Many Net Impact chapter members are also involved with a sustainability focus group where members share career advice, online resources, and other relevant and current events. In addition, the Entrepreneurship Club will provide further opportunities for collaboration among students who wish to incorporate sustainability into their future business plans.

As a new and growing MBA program, Lokey students are continuing to form student clubs and activities that contribute to the vitality of the program. Many Net Impact chapter members are also involved with a sustainability focus group where members share career advice, online resources, and other relevant and current events. In addition, the Entrepreneurship Club will provide further opportunities for collaboration among students who wish to incorporate sustainability into their future business plans.
Lokey MBA Career Services offers a variety of activities to facilitate an effective job search and career management process. With personalized service ranging from one-on-one career counseling to help with resume writing and interview preparation, the career services staff partners with each Lokey MBA student. MBA Career Services help students and alumni identify and articulate their career passions and effectively prepare them for the job search process. They assist students in developing partnerships with employers in the for-profit, nonprofit, and governmental sectors so that they have access to resources for career information, mentoring, and networking. The career center provides individual career counseling on all aspects of career management and job search strategies. This includes toolkit workshops with sessions including transferable skills identification, resume and cover letter writing, interviewing skills, business etiquette, and networking techniques. Mentorship programs, career fairs, networking events, self-assessment tools, and regular job and internship postings are commonly available to students as well.

Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharon Pierson (2007)</td>
<td>Senior Regulatory Analyst, Pacific Gas &amp; Electric Company</td>
</tr>
<tr>
<td>Deborah Bonner (2005)</td>
<td>Environmental Consultant, Environmental Resources Management</td>
</tr>
<tr>
<td>Jean Cooper (2005)</td>
<td>Director of Community Building, The Glide Foundation</td>
</tr>
</tbody>
</table>

The school supports the Net Impact Lokey Chapter with the Center for Socially Responsible Business (CSRB), the website, faculty advisors, collaborative events, and courses in the curriculum.

The CSRB advances the study and practice of socially responsible business, promotes the values of socially responsible business, reaches out to Bay Area firms to form an alliance of companies associated with the center, and fosters innovations related to social responsibility in graduate business education. It also examines how businesses can improve social conditions in practical ways, ways that do not harm—but help—their bottom lines, and promotes the integration of ethical principles of justice and fairness into business decision-making. With respect to the global community, the CSRB advances the study of how business activities affect human welfare and the natural world, and promotes the discovery and implementation of business policies and practices that reduce disease, hunger, malnutrition, and poverty that improve human and civil rights, and which sustain the natural environment.

Applicants with social and environmental interests are not given special consideration for admission. However, they are equally reviewed and considered based on the Mills graduate admission criteria.
Regarding the administration’s commitment to including social and environmental themes...

- In the curriculum, 92% say they are satisfied
- In extracurricular activities, 92% say they are satisfied

n=24

**REASONS TO ATTEND**

Regarding preparation for ethical and socially responsible leaders:

- 37% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- 15% strongly agree that all students are adequately prepared for socially responsible leadership

n=24
The International MBA program from the Monterey Institute of International Studies (MIIS) offers a unique opportunity for students to focus on sustainability issues that apply to international business contexts. The opportunity to match this MBA with a Master of International Environmental Policy (IEP) provides students with the opportunity to cross-apply concepts in each discipline. The IEP program requires an understanding of the fundamental concepts of environmental science, quantitative analysis for environmental problems, natural resource economics, and international environmental law. The traditional MBA disciplines of financial analysis and accounting provide excellent tools for assessing the “business case” for solutions to environmental problems. Every semester, new courses are offered that blur the boundary between these areas of study. For example, a new Carbon Markets Colloquium was introduced in spring 2010, co-taught by three different professors specializing in finance, environmental economics, and business strategy. The class features alternating sessions with guest lectures from professionals that represent all aspects of the carbon-trading field.

Demand for further integration of sustainability into the core business curriculum has increased dramatically since the business and policy programs at MIIS have merged. A plethora of electives and intensive weekend workshops allow students to focus on areas such as green marketing, business plans for sustainability, sustainability accounting, energy audits, socially responsible investing, and more.

Outside of the classroom, the school’s Sustainability Council has emerged as a conduit between student government, faculty, and student-led environmental groups. Manned by faculty, administration, students, and led by Net Impact’s Clayton Snyder, the group recently received approval from the MIIS president on a comprehensive carbon neutrality plan. Dr. Bruce Paton, who was instrumental in founding the Net Impact Chapter at San Francisco State University, currently advises the MIIS chapter and has teamed up with chapter members to introduce a sustainable business focus to the MBA program. He facilitates collaboration between the chapter, fundraisers, and community to guide chapter leadership and impact. The policy and business school is home to the Environmental Speaker Series, organized by Dr. Jason Scorse with sponsorship from Net Impact. The series draws a range of speakers in higher education and business to discuss topics like REDD, the power of business for sustainable development, CSR, “greenwashing,” and energy policy.

Student life at the MIIS is defined by opportunities to expand cultural knowledge while focusing on the specialties that individual students most enjoy. There are plenty of student-led organizations that allow students to take part in these initiatives. Net Impact is known as the most active corporate social responsibility club on campus. It offers panel discussions, dinners with professionals, beach cleanups, service days in local organic gardens, social gatherings, as well as opportunities for contacting alumni and local business. Net Impact has
organized site visits to companies such as Patagonia, IDEO, and Sierra Nevada. In an effort to broaden their impact, the MIIS Net Impact Chapter also strives to partner with other groups at MIIS involved in environmental activism and business disciplines. Net Impact recently assumed the responsibilities of the Environmental Task Force, a student-led group responsible for green campus initiatives, that promotes events from food education to carbon-neutral happy hours and clothing swaps. As of 2008, MIIS is also home to the organic community garden Our Green Thumb (OGT), which is run by Net Impact member Aven Frey. OGT collects local compost to grow organic produce. They are currently working to include native plants into their growing cycle.

As of the fall of 2008, all student orientations now include environmental awareness sessions that focus on energy saving methods, reducing waste and pollution, and increasing knowledge of environmentally and socially-focused community organizations. Considering the significant number of international students who attend MIIS, this is a very important aspect of orientation to the environmentally-friendly California culture.

MIIIS is known for producing a high caliber of international professionals, as well as its extensive yet tight-knit alumni network spanning across the country and internationally. Students interested in green business at MIIS currently have two career service offices available to them. The MBA and Policy career offices provide one-on-one counseling with each student. The Career offices provide insight into diverse occupation fields, organization and transportation to career fairs, career and job opportunity newsletters, and a strong alumni connection. There are specific career resources provided to students with a focus on green business. These resources detail the necessary skills, talents, and knowledge to enter many eco-business fields and provide insight on the best ways of marketing oneself as a sustainability leader. Career services strives to make students aware of the many conferences and networking events related to green businesses taking place, and Student Council offers funding for conference speakers and attendees.

Since the Monterey Institute is a relatively small school, students often seek advice from dedicated and well-connected faculty and administrators regarding career opportunities and potential connections all over the world. Through the use of social media such as blogs, Facebook, and Linkedin, as well as its thriving Zócalo career tool, administration is able to keep students informed of opportunities being offered by recruiters only to MIIS students. In addition to logistical and informational support, students interested in green business are offered special scholarship opportunities to assist in covering the costs of their education.

The administration of MIIS is extremely proactive in creating positive social and environmental change at the school and within the community. The school signed the Talloires Declaration in 2002 and the President’s Climate Commitment in 2007 in an effort to institutionalize the focus of moving towards a more sustainable campus. Since then, the Sustainability Council was formed in the spring semester of 2008 as an interdisciplinary organization aimed to further sustainability issues on campus. The members come from all areas of study and
all departments. The Office of the President and the senior staff members are highly involved in greening many aspects of the Monterey Institute and are always willing to consider any sustainable solution that students, faculty, or staff propose. Currently, there is one building on campus that is aiming to reach the qualifications for LEED certification. Several programs have been created on campus, such as a rideshare, battery and CFL recycling, collections, and the Freecycle Network, which offers items no longer needed to community members.

## REASONS TO ATTEND

A student explains that, “the practical training provided, the international context, the experienced faculty, and the active local community of the Monterey Bay area are the key strengths of the MBA–International Environmental Policy Program.” The Monterey Institute provides strong and valuable curriculum on energy and climate change, social entrepreneurship, environmental economics, international sustainability issues in business, and a solid business core. Policy classes include diverse offerings that focus on human rights, development, trade, conflict resolution, and nonprofit management. Professors are active experts in their field, and the student population operates in a collaborative spirit filled with individuals who have extremely diverse backgrounds.

Students from MIIS stand out due to the unique intercultural education that is provided through the integration of global themes in all classes. “With one-third of MIIS students coming from over 70 different countries, there is a unique opportunity to absorb international corporate culture and to better understand different cultural needs and approaches to the current environmental crisis,” another student says.

A student who is interested in studying environmental business options within an international cultural context is a perfect candidate for the MBA or dual MBA/International Environmental Policy programs. In addition, the Monterey Bay area is a highly progressive, innovative, environmentally conscious, and community-based region that is a wonderful place for students to become involved in a plethora of activities. The city of Monterey continually makes innovative policy, program, and development decisions that propel environmental education, awareness, and protection. The area offers several job opportunities to students with the government, local businesses, and nonprofits that focus on CSR and environmental stewardship. There are also several Monterey Institute work study positions available on campus, which focus on environmental sustainability initiatives and offer students the opportunity to acquire and apply their knowledge simultaneously.

---

460 Pierce Street, Monterey, CA 93940, USA  •  Phone: +1 831-647-4123  •  Email: admit@miis.edu

http://www.miis.edu/bethesolution/business

MONTEREY INSTITUTE OF INTERNATIONAL STUDIES, continued

ADMINISTRATIVE SUPPORT, continued
New York University Stern School of Business (NYU) currently offers a breadth of academic opportunities in social enterprise. Social sector themes are incorporated in the MBA1 (first-year) core curriculum, but the strength of Stern’s academic program lies in its electives. Some of these courses include: Leading Sustainable Enterprises, Social Venture Capital, Social Enterprise Development, Global Poverty Alleviation, and Examining the Nonprofit Capital Market. Through these electives, students are frequently exposed to leading professionals in the social enterprise space. A chief example of this is the Leading Sustainable Enterprises Speaker Series, open to all students and co-sponsored by the Social Enterprise Association. The series has hosted organizations ranging from the IBM World Development Initiative to BBMG, a marketing firm specializing in sustainability.

NYU Stern MBAs can now take these classes towards an official specialization in social innovation and impact. The program formalizes and integrates the myriad social and environmental academic opportunities at Stern and draws from over a dozen classes. Most professors are aware of the growing interest in social enterprise and are putting an increased focus on these topics in classes. For example, Professor Jill Kickul teaches a section on Foundations of Entrepreneurship specifically geared toward social entrepreneurs. In addition, during the introductory marketing class, students take advantage of Stern’s central location to visit the New York Metropolitan Opera as a live case study.

A unique practicum course offered at Stern this year is International Social Impact Strategies: India. During the second half of fall semester, students learn about India’s economy and social issues while forming teams to partner with an Indian nonprofit or social enterprise. Students work on consulting projects for these organizations, traveling to India for two weeks over winter break to conduct field work and meet with clients. The projects are wrapped up during the first half of the spring semester when students produce actionable deliverables for their clients. This experiential learning opportunity provides students with concrete experience in international development and consulting, while familiarizing them with social issues and the challenges of operating an NGO.

NYU Stern has a Business and Society Program Area (BSPA), which works to ensure that every Stern student graduates with a strong understanding of ethics, law and his/her responsibilities as a business professional. Among other initiatives, the BSPA works closely with the Citi Foundation in organizing an annual Citi Leadership Program’s strengths:

1. Social Entrepreneurship
2. Social Finance, Microfinance
3. Corporate Social & Environmental Responsibility

We’ve made incredible strides over the last three years to really bolster the program and inject social/environmental thinking into the community.

“n=25

28% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

40% are satisfied with the number of courses offered that include social or environmental issues

This chapter in three words: Dynamic, Diverse, Community

Chapter leader: Lyle Morton (lyle.morton@stern.nyu.edu)
& Ethics Conference, bringing together students, faculty and practitioners to examine social issues as they relate to business.

Each year, Stern also appoints a Citi Foundation Distinguished Fellow in Leadership and Ethics. Recent Fellows have included Mary Ellen Iskenderian, President and CEO of Women’s World Banking; Fred Krupp, President of The Environmental Defense Fund, and Alice Tepper Marlin, President of Social Accountability International. Stern students can also cross-register at the NYU Wagner School of Public Service, which has many well-known leaders in the social enterprise field such as Dr. Paul Light, a professor of public service and an award-winning author who has written on social entrepreneurship.

**STUDENT ACTIVITIES**

Stern provides a vast number of opportunities to get involved in social enterprise through co-curricular activities, the most popular of which are the Social Enterprise Association (SEA) and the Stern Consulting Corps.

Students wishing to make a social impact through business will definitely be interested in SEA, the rapidly growing NYU Stern Net Impact Chapter. SEA’s mission is to engage and empower students who desire to use their business skills for social good in the for-profit, nonprofit, and public sectors. Given the breadth of student interest, the organization focuses on a wide variety of topics, including corporate social responsibility, social entrepreneurship, international development, sustainability, and social sector finance.

The SEA Speaker Series has featured a wide variety of distinguished speakers such as John Wood, Founder and Chair of Room to Read, and Mary Ellen Iskenderian, President and CEO of Women’s World Banking. Other popular SEA activities include two alternative treks over spring break (this year students visited Morocco and New Orleans) and site visits around New York City, such as a green tour of the Empire State Building. The annual SEA gala, featuring an eco-fashion show and giveaways of local, sustainable products, is attended by more than 500 students. Additionally, SEA hosts regular community-building events such as member recognition events and happy hours.

The Stern Consulting Corps takes advantage of Stern’s unique position in the heart of New York City. This unique program links graduate students seeking consulting experience with local nonprofit organizations for a semester-long consulting-based internship. Students are mentored by leading consulting firm managers and have the chance to work with prominent New York City-based organizations, such as the Clinton Foundation and Jazz at Lincoln Center.

The Stern Campus Greening Initiative (SCGI) is a school-wide, student-driven effort to reduce Stern’s environmental footprint. Through a partnership between students and administrators, SCGI has successfully implemented several new resource-saving programs and initiatives in the past year, including piloting a new recycling program and hosting an eco-fair on Earth Day.

Additionally, students take advantage of several other social enterprise-related resources such as the new Board Fellows Program, the Social Impact Internship Fund, the Industry Mentoring Initiative for social enterprise career-switchers, the NYU Stern Social Venture Competition ($100,000 prize), the Reynolds Program in Social Entrepreneurship, the NYU Microfinance Initiative (NYUMI), and the Berkley Center for Entrepreneurship and Innovation, which houses the Satter Program in Social Entrepreneurship.
Because of increasing student demand, Stern’s resources for those interested in a career with a social and/or environmental focus continue to grow. The Office of Career Development (OCD) has a team dedicated to finding related job opportunities that are posted online and are a part of weekly newsletters sent to all SEA members, and provides career counseling. In addition, this team, in partnership with SEA, is continuously developing new business relationships. OCD also employs two MBA students to act as social enterprise career coaches, helping students pursue internships and full-time positions in the social sector.

SEA also provides resources for students pursuing jobs with a social and environmental focus. They include a website with career resources and information, contacts with current students and alumni who have experience in the sector, resume reviews, and coaching on interview skills.

Finally, both SEA and OCD host a variety of internship and career presentations on campus each year, featuring organizations such as Acumen Fund, Education Pioneers, and Bridgespan.

In terms of funding available for students interested in social enterprise careers, Stern launched the Social Impact Internship Fund (SIIF) in the 2007-2008 academic year. In 2010, the SIIF will award seven first-year MBAs with up to $10,000 each in supplemental funding to pursue a summer internship that uses business skills to achieve social impact. In addition, the Class of 2010 Legacy Gift will support the creation of a loan assistance program for students working in the social sector.

The most helpful career resources in a job/internship search are:

1. Net Impact Chapter Events
2. Career Center Job Postings
3. Alumni Network

91% have been able to find a job or internship that to some degree fits with their values

n=25

Administrative interest in social and environmental themes is on the rise at Stern. In 2009, the administration created a social enterprise team charged with coordinating and promoting social enterprise-related programs at Stern. In general, the administration is very open to collaborating with students and many new programs have resulted from this partnership, including the specialization in Social Innovation and Impact, the Social Impact Internship Fund, and the Board Fellows program. SEA also enjoys a close relationship with the Office of Career Development, the Berkley Center for Entrepreneurship and Innovation, and the Business & Society Program Area.

In January 2010, Peter Henry assumed the deanship of the Stern School of Business. His background in examining emerging markets and the forces that shape the global economy will be a great resource for Stern students. In addition, Dean Henry’s vision for business education emphasizes the need “to be able to balance the quest for profit with the public good” and to “tighten the linkages between business and policy.”

Regarding the administration’s commitment to including social and environmental themes...

56% say they are satisfied in the curriculum,

72% say they are satisfied in extracurricular activities.

n=25

Prominent Alumni

- Sarah Chiles (2001) - Vice President, SeaChange Capital Partners
- Richard Ramsey (1999) - President, LEAD Program in Business
- Ann Burkhardt (1997) - Compliance Manager, Starbucks
- Daniel Katz (1996) - Program Director, The Overbrook Foundation; Founder, The Rainforest Alliance
- Mark Moyer (1988) - Chief Financial Officer, Institute of International Education
Interest in social and environmental themes at Stern has grown exponentially over the past few years, evidenced by the increasing curricular and co-curricular offerings in social enterprise and the tremendous initiative of the Social Enterprise Association, Stern’s Net Impact chapter. Stern’s program has a number of unique offerings that are becoming increasingly integrated with the school’s formal program.

SEA’s leadership is a key strength of the Stern program in social enterprise. The leadership board is one of the most active and dedicated in the school. Members focus not only on learning about social enterprise and pursuing careers in the sector, but also cementing social and environmental themes as part of the school. In fact, SEA was awarded the NYU President’s Service award for four years in a row for its efforts to bring social enterprise to the mainstream at Stern.

Overall, the opportunity to take advantage of Stern’s plethora of offerings and to play a key role in an actively growing social enterprise program are key strengths for prospective students interested in social enterprise.

Regarding preparation for ethical and socially responsible leaders:

- **56%** strongly agree that Net Impact members are **adequately prepared** for socially responsible leadership
- **Under 10%** strongly agree that all students are **adequately prepared** for socially responsible leadership
The Jenkins Graduate School of Management at North Carolina State University (NCSU) has a strong focus on the practical application of classroom knowledge to the business world, including the concepts of creating value through corporate social responsibility and integrating the triple bottom line into stakeholder analysis. Currently, students can pursue their interests in social and environmental impact in core courses such as Strategy, Innovation, and Ethics. Elective classes in the bioscience, entrepreneurship and technology, innovation, marketing, services, and supply chain concentrations further develop social and environmental coursework and application.

The Jenkins Graduate School of Management (NGSOM) at NC State has a strong focus on the practical application of classroom knowledge to the business world, including the concepts of creating value through corporate social responsibility and integrating the triple bottom line into stakeholder analysis. Currently, students can pursue their interests in social and environmental impact in core courses such as Strategy, Innovation, and Ethics. Elective classes in the bioscience, entrepreneurship and technology, innovation, marketing, services, and supply chain concentrations further develop social and environmental coursework and application.

The Net Impact chapter at NCSU is further strengthened through the association with other university resources. The NCSU Office of Sustainability and the NC Solar Center have been resources for the continued education of chapter members. Faculty supports the mission of Net Impact, such as Dr. Al Chen, who is known for his several publications regarding environmental accounting. The curriculum has recently been enriched with an Ethics Case Competition between first-year MBA students who study corporate social responsibility issues in international business and compete with each other to come up with the best strategy for these real-world issues.

The Net Impact chapter at NCSU is further strengthened through the association with other university resources. The NCSU Office of Sustainability and the NC Solar Center have been resources for the continued education of chapter members. Faculty supports the mission of Net Impact, such as Dr. Al Chen, who is known for his several publications regarding environmental accounting. The curriculum has recently been enriched with an Ethics Case Competition between first-year MBA students who study corporate social responsibility issues in international business and compete with each other to come up with the best strategy for these real-world issues.

The NCSU Net Impact chapter is only four years old but grows increasingly vibrant with the continual addition of site visits, guest speakers, and conference attendance. The chapter is small, with only about 20 members coming from a full-time MBA class of 90, but these members have a passion for developing events that are relevant, interactive, and fun. The chapter expects members to help the leadership team develop events in their area of interest. This builds collaboration within the organization and allows members to practice their project management and leadership skills.

The Net Impact chapter also collaborates with the MBA student association and administration to maximize its reach into the community. A successful product of this collaboration between the three groups came in the form of MBA Trivia Night. This event melded the resources of the administration, the reach of the MBA student association, and the passion of the Net Impact chapter to raise funds for microloans in South America. Additionally, the chapter is responding to the interest of the undergraduate students with a plan to found an undergraduate Net Impact chapter in the 2010-2011 school year.

Career Resources has been responsive to the growing interest in careers related to social and environmental impact, and has made significant efforts to attract businesses in these fields to NCSU. The easiest way to see this improvement is in the increased number of information sessions and internship/job postings in the nonprofit sector this year. While the university does not currently offer funding or loan forgiveness to students
who pursue these career paths, they have made strides in offering more opportunities to students in Net Impact and the rest of the MBA class.

The administration has embraced the objectives of Net Impact and continually supports the organization through additional course offerings, collaboration in events, and direct funding. The leadership team in the chapter frequently interacts with the admissions and career resources departments to come up with new ways to allow students to pursue social and environmental paths, both in the classroom and the boardroom. Recently, the career resources department has made an effort to learn more about careers that Net Impact members are pursuing, and has responded with additional company visits and job postings. The chapter’s information is made available on the MBA website for students who are interested in applying to NCSU. New students also have the opportunity to meet with the Net Impact leadership team during new student orientation.

**Aaron Sander (2008)**
- Manager, Strategic Initiatives, Shell

**Sarah Boutwell (2008)**
- Chief of Staff, SEI Center for Economic Justice

**Ethan Koenig (2007)**
- Lead Financial Analyst, Shell

**Garth Hinson (2007)**
- Manager, Energy Consulting Service, PwC

**Debra Jo Martin (2007)**
- Associate Director, New Ventures, BSR

- Client Manager, GE Capital

**Net Impact NCSU Chapter looks forward to recruiting new members next year who are innovative in their way of thinking, passionate about social and environmental issues, and feel responsible to take action in shaping the chapter.**

---

Campus Box 8114, Raleigh, North Carolina 27695-8114, USA • Phone: +1 919-515-5584 • Email: mba@ncsu.edu

http://mgt.ncsu.edu/mba/
Through the Social Enterprise at Kellogg (SEEK) program, Kellogg provides students interested in applying their business skills to social and environmental issues with an academically rigorous, globally relevant curriculum. Kellogg Net Impact and a multidisciplinary group of faculty and administrators worked together to create the SEEK program. SEEK is affiliated with Kellogg’s Center for Nonprofit Management and the Ford Center for Global Citizenship, and draws on faculty from multiple disciplines, including those with expertise in social enterprise, public policy, and nonprofit management. Students have access to thought leaders on these topics, who include the Director of SEEK, Timothy Feddersen, and affiliated faculty, such as Daniel Diermeier, who was honored with a 2007 Aspen Institute Faculty Pioneer Award, Paul Christiansen, Founder and President of ShoreCap International, a private equity company which invests in financial institutions in developing countries, and Jason Saul, Founder and CEO of Mission Measurement, a strategy consulting firm focused on the social sector.

The SEEK curriculum provides students with the skills to lead successfully across a variety of industries in the for-profit, nonprofit, and public sectors. The program encompasses a regular SEEK major or a SEEK major with a nonprofit specialization. The curriculum includes courses in social entrepreneurship, public economics, nonprofit leadership, environmental sustainability, and socially responsible business, as well as an independent study component. In addition, SEEK 440A, Values and Crisis Decision-Making, is part of Kellogg’s core curriculum.

Another academic program is Kellogg’s Board Fellows, which combines two courses in board governance with a year-long practical experience as a non-voting board member at a Chicago-area nonprofit. During the first year, students explore aspects of board governance through lectures, guest speakers, case readings, and simulations. The second year consists of small and large group sessions through which students share experiences from their current board service and study different aspects of board governance, such as fundraising and personnel selection. Approximately 45 students participate in this consistently oversubscribed program each year.

The academic committee of Kellogg Net Impact works with the SEEK Department, through the student-faculty SEEK Advisory Board, to evaluate and adjust the program so that it remains aligned with student interests and relevant issues at the forefront of social and environmental

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Healthcare
3. Social Entrepreneurship

n=22

21% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

68% are satisfied with the number of courses offered that include social or environmental issues
themes in business. New courses in corporate social responsibility, education management, microfinance, social entrepreneurship, and an experiential course where students work on sustainability-related projects with companies have been introduced over the last two years. In addition, the club focuses on creating partnerships with professors within the traditional departments (e.g., microeconomics, marketing, and strategy) to incorporate social and environmental topics across the curriculum. Finally, Kellogg also offers dual-degree programs with Northwestern University’s School of Law, Feinberg School of Medicine, and McCormick School of Engineering.

STUDENT ACTIVITIES

Kellogg Net Impact’s vision is to inspire and support student interest in using business skills for social and environmental good in any industry they will enter in the private, public, or nonprofit sectors. During the academic year, the club brings to campus over a dozen speakers who are leaders in these sectors and organizes a faculty case debate around a specific social and environmental theme, most recently pay caps for executives. The club operates several career-related programs for students pursuing internships and full-time opportunities in nonprofit and public management, and in for-profit areas such as corporate social responsibility and socially responsible investing. The club financially supports member attendance at the annual Net Impact Conference, and in 2006, Kellogg hosted the Net Impact Conference. The club also administers the Gap CSR Scholars Program, which supports one Kellogg student each year who has demonstrated a commitment to the field of corporate social responsibility in their professional and educational pursuits. The club also promotes and supports case competitions around the country, where Kellogg has consistently advanced to final rounds. Finally, the club regularly plans social events to promote networking between club members.

Kellogg Net Impact collaborates with partner clubs and programs and has formed a “Net Impact Community” to provide Kellogg students with multiple ways to explore social/environmental themes. The Board Fellows Program prepares Kellogg students to be civic leaders by training them to be effective nonprofit board members. The Global Health Initiative gives Kellogg students (in collaboration with graduate engineering students) the chance to develop, market, and implement HIV/AIDS diagnostic devices for developing countries. The Environmental Sustainability Business Club provides opportunities to implement and improve environmental practices at Kellogg. Kellogg offers students the chance to provide pro-bono marketing or strategy consulting to local nonprofit organizations through the Neighborhood Business Initiative. Business With A Heart organizes volunteer opportunities for students throughout the year. Through KelloggCorps, small teams of graduates go on a three- to six-week consulting project with nonprofit organizations in developing countries.

Finally, Kellogg Net Impact organizes the annual “Innovating Social Change” Conference. The conference theme for 2009 was Innovation: A Catalyst for Social Change Across Sectors. Through a series of expert panels, keynote speakers, and networking opportunities, the conference examined how to innovate the organization, format, and conversations around social change across sectors.

CAREER SERVICES & ALUMNI

Kellogg students interested in working on social and environmental issues in the nonprofit, public, and for-profit sectors are supported through multiple initiatives operating through both Kellogg Net Impact and Kellogg’s Career Management Center (CMC). First, the CMC supports and assists students with non-traditional and

Activity of Net Impact compared to other clubs:

One of the Most Active

n=22

77% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues
off-campus job searches; approximately 50% of first-year students get their internships from off-campus sources. At the CMC, a counselor is focused on this career option. Additionally, Kellogg provides a limited number of summer internship stipends to students working in the nonprofit and public sectors. The Loan Assistance Program (LAP) helps graduates enter careers in the public and nonprofit sectors by paying a percentage of student loan debt for students working in low-salaried positions within these sectors. Finally, Kellogg’s Levy Institute for Entrepreneurial Practice provides support to students interested in social entrepreneurship.

The Kellogg Net Impact career chairs work with the other Net Impact community careers functions and the CMC to provide students with increased access to social impact-related career opportunities in the nonprofit, public, and private sector. Also, Kellogg Net Impact hosts a networking night to provide students with networking opportunities with organizations in the nonprofit, public, and private sectors. Additionally, the club organizes a career trek each year to cities and companies of interest to the students. In the past, these treks have gone to San Francisco and Washington, DC to meet with both nonprofit and for-profit organizations. Finally, each year Kellogg Net Impact assists students with developing their resumes for non-traditional job searches and hosts a social impact job search workshop to learn to navigate the many social and environmental job search resources to which students have access.

The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Career Center Job Postings
3. Career Center Events

86% have been able to find a job or internship that to some degree fits with their values

n=22

ADMINISTRATIVE SUPPORT

The administration at Kellogg fully supports Kellogg Net Impact. This commitment can be seen in the creation of the SEEK program and in the significant resources provided to Kellogg Net Impact. The club is funded not only by the Kellogg Student Association, but also by the Ford Center for Global Citizenship and the Center for Nonprofit Management. Like any other club at Kellogg, the Net Impact club also has full access to all of Kellogg’s facilities and resources.

One of Kellogg’s core pillars focuses on creating socially responsible leaders. Consequently, the Kellogg community highly values students who are interested in applying their business skills to impact positive social change, and encourages students to engage in a project focused on social and environmental themes while at Kellogg. The admissions office is also very interested in hearing how applicants have been involved in the social and environmental areas through their work and/or volunteer experience.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 74% say they are satisfied
in extracurricular activities, 77% say they are satisfied

n=22

REASONS TO ATTEND

Kellogg’s strength draws from the combination of Kellogg Net Impact, Net Impact Community, and SEEK program, which together provide Kellogg students with numerous opportunities to apply business skills to social and environmental themes. The SEEK program is continuously evolving and growing, with new courses added each year that reflect students’ interests. At the same time, Kellogg Net Impact—one of the largest and most...
active clubs at Kellogg—plans numerous activities to enhance the classroom experience, provides students with a community of like-minded peers, and connects students with career opportunities in the public, nonprofit, and private sectors. At Kellogg, students will also find significant opportunities for leadership, as the students at Kellogg are very active and engaged in shaping both extracurricular offerings and the curriculum. Kellogg Net Impact is no exception; the club works closely with the administration, faculty, and students to integrate social and environmental themes into the overall Kellogg experience, and frequently collaborates with partner clubs on campus to co-host events. The students at Kellogg have a wide-range of professional backgrounds and interests—from social entrepreneurship to corporate social responsibility to education to global health. Kellogg Net Impact works to support these diverse interests, and, in conjunction with its partner clubs, provides students with numerous ways to engage in socially responsible business. Whether it is serving on a nonprofit board through the Kellogg Board Fellows program, volunteering as a tutor in a local school through Business With a Heart, consulting to a local nonprofit through the Neighborhood Business Initiative, hearing the CEO of a microfinance organization speak at the Net Impact Speaker Series, or working on an education business plan in the Education Industry class, there is something for everyone interested in social and environmental themes at Kellogg.

45% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

Under 10% strongly agree that all students are adequately prepared for socially responsible leadership

Regarding preparation for ethical and socially responsible leaders:

n=22

Donald P. Jacobs Center, 2001 Sheridan Rd., Evanston, Illinois 60208-2001, USA • Phone: +1 847-491-3308
Email: MBAadmissions@kellogg.northwestern.edu • http://www.kellogg.northwestern.edu/
The Fisher College MBA curriculum is designed to offer flexibility and the customization of degrees based on student interests in social and environmental issues. Eight of the twelve core courses incorporate social and environmental issues into classes or assignments. Ethics and Social Responsibility is covered in one session of each core course. Global Environment of Business (MBA 820) has a few cases that deal with fair trade, corporate responsibility, safety, and social innovation. One course on Supply Chain Management (M&L 885) covers sustainability, fair business practices, integrity within the supply chain, and corporate-NGO partnerships.

Fisher College offers an enterprise sustainability track in its curriculum, as well as a number of courses covering various aspects of sustainability (six courses on environmental sustainability, four on ethics, two on nonprofits and social enterprise, and two on operational efficiency). Around 100 courses related to social and environmental issues are offered at the university, which is home to 18 colleges in total. Students are also offered international experiences in sustainability with study trips to Brazil and Costa Rica.

Key faculty members include Neil Drobny (lecturer), a national expert on sustainable business practices, Sharon Alvarez (Associate Professor), and Jay Barney (Professor), who teaches a course on Micro-Enterprise and Economic Development (MHR 894) which includes a ten-day experience in one or more Peruvian villages.

Fisher College does not have a center for CSR. However, many core and elective courses address social responsibility and environmental issues, such as Leadership, Values, and Decision Making (MHR 840). Two of the MBA tracks are Leadership, Ethics and Values and Enterprise Sustainability. In a recent inventory of the curriculum, it was found that around 57% of the school’s courses address various dimensions of sustainability, including 13% on environmental issues, 17% on nonprofit management and corporate responsibility, and 13% on social entrepreneurship and clean tech.

Additionally, OSU Net Impact hosts a biweekly speaker series. One speaker this year was Andy Savitz, author of Triple Bottom Line. Some other topics include carbon capture, the Global Reporting Initiative, and sustainability careers. In the recent Alleviating Poverty Through Entrepreneurship Summit, students were exposed to groundbreaking research from organizations like Accenture Development Partnerships and World Bank. Net Impact also hosted its inaugural Green Supply Chain Symposium, in which students and professionals were exposed to topics such as green procurement and life cycle analy-
sis from companies such as DuPont, PepsiCo, and Honda. In the last three years, the 92 full-time faculty at Fisher have published ten peer-reviewed research journal articles on ethics, social issues, and values-based leadership.

**STUDENT ACTIVITIES**

OSU Net Impact promotes progressive action across social, environmental, and economic sustainability through awareness, events, and initiatives.

For example, the chapter organized the inaugural Green Supply Chain Symposium, which aimed to expose students to sustainable supply chain practices through a series of workshops and panel discussions. Around 120 participants comprising of students, faculty, and professionals from central Ohio attended. The event included speakers from PepsiCo, DuPont, Honda, Glatfelter, Greif, and Tosoh.

OSU Net Impact, Business Builders Club, and Fisher faculty organized the Alleviating Poverty Through Entrepreneurship Summit for the second time. The goal of the conference was to discuss market-based solutions, share best practices to empower people out of poverty, and inspire students to take action. Around 300 participants comprising faculty, students, and practitioners from central Ohio attended the conference. The panelists included a senior economist from World Bank, consultants from Accenture and from the Ashoka Group, and academic experts from OSU.

Other Net Impact chapter activities included a speaker series, which focused on a range of topics such as the triple bottom line and the Global Reporting Initiative for the year.

Students perceive OSU Net Impact as an extremely active organization with varied activities and diverse interests. One indication of attitudes is the fact that the speaker series was well attended, averaging about 25-30 students. Additionally, this year OSU Net Impact has engaged in three external projects including (1) an energy audit of OSU buildings in collaboration with the Ohio State Energy Services and Sustainability Department, (2) strategy development for the Mid-Ohio Regional Planning Commission for their low-income group weatherization division, and (3) a communication strategy for Columbus Council on World Affairs.

Other activities involving Fisher MBA students include a volunteer day with local nonprofits for first-year MBA students; Fisher Serves, which is an umbrella student organization for a variety of service projects; and Fisher Board Fellows, which trains MBA students and places them on nonprofit boards.

---

**Activity of Net Impact compared to other clubs:**

- **One of the Most Active**
- 80% are satisfied with the number of *extracurricular offerings* around social or environmental issues
- 40-60% of the student body is involved in *extracurricular activities* related to social or environmental issues

---

**CAREER SERVICES & ALUMNI**

The Office of Career Management aims to customize the career management experience of each student according to their needs and interests, including sustainability and the environment. This personalized approach is accomplished through offering students one-on-one attention from career consultants who help students develop career marketing plans and a targeted list of preferred companies, as well as job search advice and training.

OSU Net Impact worked with the Office of Career Management to organize an orientation boot camp for incoming students focusing on sustainability-related corporate career opportunities. Students were exposed to different perspectives of careers in sustainability from organizations such as Accenture, BASF, Booz & Company, Dow, GE En-

---

**Prominent Alumni**

- Sara Engleka (2006) - Senior Manager, CARANA Corporation
- Joel Walker (2005) - Management Consultant
- Aparna Dial (2004) - Director, Energy Services and Sustainability
- Scott Griffin (1987) - Vice President, Commercial Excellence and Sustainability, Greif, Inc.
- Jane Wright - Curriculum Manager, OSU Extension, 4-H Youth Development
The small program with all the resources of a major research university enables students to discover their strengths and reach their full potential by engaging in entrepreneurial activities while at school. Students receive personal attention and get to know professors well through interactions both inside and outside the classroom. The school has an active mentorship program that also provides more resources to students. The strong core curriculum has flexibility to customize an individual’s degree path that accompanies a diversity of course offerings with a global outlook, broad perspectives, and the opportunity to make an impact. With OSU and Fisher providing access to more than 600 student organizations, the school’s teamwork and leadership development programs and strong extracurricular track combine with a supportive central Ohio community to extend learning and growth beyond the academics to personal, social, and career growth.

Fisher was ranked 24th in the Beyond Grey Pinstripes Global 100 ranking for 2009. The Beyond Grey Pinstripes ranking survey spotlights “innovative full-time MBA programs leading the way in the integration of issues

OSU Net Impact is supported financially, logistically, and academically by Fisher faculty and staff. The administration supported the Poverty summit, Sustainability Week events, and the Green Supply Chain Symposium financially and logistically. Faculty support students by consulting and mentoring.

The admissions office values outstanding leadership in the area of sustainability and CSR in the admission decision. This year, the office created a graduate associate position in the office of the dean to assist the college on various sustainability initiatives. This position was awarded to an OSU Net Impact student.

Fisher is developing a combined degree in Sustainability with the College of Engineering. The college’s strategic plan includes “extending [its] global reach, especially with emerging markets” and “increasing the percentage of Fisher students who participate in international experiences and activities such as social enterprise and microfinance.”

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Job Postings
3. Career Center Events

53% have been able to find a job or internship that to some degree fits with their values

n=20

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 80% say they are satisfied
in extracurricular activities, 65% say they are satisfied

n=20

Reasons to Attend
concerning social and environmental stewardship in the curriculum.” Fisher’s faculty are internationally recognized and widely published, and the program’s coursework extends knowledge outside the classroom to provide practical experience. Additionally, an extensive network of local social and environmental nonprofits and start-ups work closely with the university.

The learning environment provides rigorous coursework, team-oriented projects, research opportunities, personal insights, and the opportunity to make an impact. Students have the opportunity to explore social and environmental sustainability themes at a global level through Fisher’s Emerging Market Field Study course, as well as Elective Treks, which are faculty-led visits to countries where specific topics are explored.

Regarding preparation for ethical and socially responsible leaders:

- **63%** strongly agree that Net Impact members are **adequately prepared** for socially responsible leadership
- **21%** strongly agree that all students are **adequately prepared** for socially responsible leadership

n=20
The curriculum at the Penn State Smeal MBA program incorporates sustainability themes and concepts in core classes and also offers students the flexibility in their second year to take courses outside of the business school that are focused on sustainability. The program offers students the chance to discuss corporate social responsibility in the context of business ethics as well as organizational and management behavior. Students are encouraged to discuss sustainability through case analysis and class discussions. The Smeal Sustainability Council faculty members have offered sustainability practicums to students. In addition, students may take electives in marketing, entrepreneurship, and strategic management that involve social and environmental themes.

A growing number of students have been actively involved with incorporating sustainability themes into the program. On several occasions, students have met with the director of sustainability at Smeal in order to incorporate the Smeal Sustainability initiative into the program.

In the new second-year Applied Professional Experience (APEX) program, MBAs take on real business projects for client firms. In addition to traditional business challenges, these projects focus on themes that impact society. Whether it is the development of sustainable business practices, bringing green technology to market, or enabling the mission of a nonprofit, these projects enable students to serve society as well as the participating firm.

Any 400 or 500-level course outside of Smeal is offered to students upon approval by the MBA administration. Penn State has vast resources and course offerings through the Penn State Institute for Energy and the Environment, including forest resources, environmental law, environmental engineering, and many others. Dr. Terry Harrison, faculty advisor for Net Impact, has experience in this area as well as Doug Thomas, Dan Guide, Gerry Susman, and Terrance Guay.

Many faculty members are very supportive of integrating social and environmental themes into the curriculum and are active participants on the Smeal Sustainability Council. Additionally, students can attend many campus-wide lectures, case competitions in sustainability areas, and information sessions with business leaders.

Penn State Smeal has a large number of organizations that students may participate in, including Penn State Net Impact, Penn State Entrepreneurs Network, National Association of Women MBAs, Minority MBA Association, and functional organizations such as the Supply Chain Management Association, Finance Association, and Marketing Association. The overarching MBA Association provides career, networking, and social activities.

Penn State Net Impact members participated in a sustainable carpet project that examined the current carpet practices and the development of a sustainable carpet standard for the university. Several members also attended the Washington, DC career trek where members met with companies involved in clean energy development, carbon regulation, and greenhouse gas inventory management. In addition, members also visited a wind turbine manufacturer (Gamesa) and an off-the-grid cabin.
Penn State Net Impact is working with the Smeal Sustainability Council and the Campus Sustainability Office to support campus greening efforts and incorporate more sustainability courses into the curriculum.

Students receive a sustainability overview at Penn State during orientation that highlights ways they can get involved in campus sustainability efforts, recycling efforts, etc.

Penn State has the largest active alumni association of any university in the world and the career services staff appears to know them all. The Penn State Smeal MBA career services staff are actively involved in the career preparation of each student and offer one-on-one consultations. Students who are interested in social and environmental jobs can receive consultations and are put in touch with alumni or other individuals that can help them in their job search.

Penn State career services has a vast array of resources to help students who are interested in areas such as social entrepreneurship, environmental sustainability, and energy. If students are entrepreneurial and go looking for help, they will receive it.

Penn State Smeal’s five-year strategic plan is aligned with Net Impact’s values and proposes the creation of a new research center that is dedicated to the study of sustainable business practices. The center will work with existing Smeal research centers across the university to encourage dialogue between business and sustainability advocates. The center will also focus on research to identify complements and transcend trade-offs between economic, societal, and environmental goals.

Finally, this year two MBA Graduate Assistantships are being offered by Penn State to work on the University’s overall Sustainability Plan. This is a great opportunity to be involved in sustainability planning at the highest level.

452 Business Building, University Park, PA 16802, USA • Phone: +1 814-865-1789 • Email: mando@smeal.psu.edu
http://www.smeal.psu.edu/
Students have been the lifeblood of a push for increased emphasis on issues such as sustainability, corporate social responsibility, and business for collective good as well as individual profit. In last year’s Business as Unusual guide, the chapter announced plans to pursue the creation of a certificate program focusing on these issues. Pepperdine Net Impact and GSBM have successfully designed the university’s first certificate program focused on issues of “Social, Ethical and Environmental Responsibility” (SEER), which will be offered beginning in the fall of 2010. The SEER certificate will require a selection of associated elective coursework such as Social Entrepreneurship, Leadership & Ethics, or Multiple-Attribute Decision Analysis; involvement in extracurricular activities such as Net Impact; and a Responsible Business Practice capstone class taught by former Patagonia CEO and Distinguished Visiting Professor of Business Practice, Michael Crook. Students worked in collaboration with faculty and administration to create a program which benefits multiple stakeholders. At GSBM, student ideas are taken seriously by both the professors and the administration, who offer the support necessary to develop future business leaders.

The Grazidio School of Business and Management (GSBM) remains committed to developing values-centered leaders through an experience-driven curriculum. Through programs such as Education to Business, known colloquially as E2B, Pepperdine MBA candidates are given the opportunity to apply the knowledge they acquire in the classroom to real-life, current business problems facing local, national, and global companies. One such class is the E2B Course titled “Creation of a Sustainability Audit.” This course is part of the SEER Certificate courses that will be offered to students with the launch of the Certificate in Fall 2010. It is taught by the Director of Pepperdine University’s Center for Sustainability and leverages the skills of current MBA students to help with the school’s sustainability efforts. Students gain hands-on experience in crafting a sustainability plan for the university, and the university gains fresh insight and additional resources to help with environmental and sustainability initiatives.

The faculty at GSBM match their students’ passion. This is evident in the core curriculum, the SEER electives, and the faculty’s research and careers. Standouts include finance professor Dr. Augus Harjoto, whose contribution to quantitative research in socially responsible investing earned him the 2009 Moskowitz Prize; Dan Bross, Senior Director of Corporate Citizenship at Microsoft and a member of Net Impact’s Board of Directors; and Michael Crooke, former CEO of Patagonia, Inc.

Program’s strengths:

1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Environmental Sustainability

78% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
67% are satisfied with the number of courses offered that include social or environmental issues
The passion of GSBM students leads to a wide array of student activities. In addition to student clubs based on traditional business disciplines such as finance, marketing, and consulting, GSBM offers three student clubs related to improving the world through business: Pepperdine Net Impact, Challenge for Charity, and the Values-Centered Leadership Lab.

The Values-Centered Leadership Lab is unique to Pepperdine University. The club focuses on developing leaders with personal integrity, work ethic, and values. The club also supports activities and events that strengthen the presence of ethical practices and social responsibility in corporate management and entrepreneurship, demonstrating that there is a market for both profit and purpose in today’s business environment. Bringing to campus speakers who voice issues related to corporate social responsibility and hosting an annual internal ethical case competition, VCLL strives to support the importance of ethical standards in business practice.

Challenge for Charity (C4C) is a regional organization consisting of nine West Coast business schools. C4C draws on the talents, energy, and resources of MBA students to support the Special Olympics, The Children’s Lifesaving Foundation, and Mattel Children’s Hospital. The goal is to develop business leaders with a lifelong commitment to community involvement and social responsibility. These goals are accomplished through volunteerism and fundraising which is fostered by collegial interaction and friendly competition between the nine schools. To date, Challenge for Charity chapters have raised over $4.5 million.

Pepperdine Net Impact focuses on three primary features: events, programs, and companies. Events are single day events attended by Pepperdine Net Impact members and the GSBM community at large. For example, members of the chapter visited the San Diego Zoo to meet Director John Dunlap to discuss how he is using his MBA in a non-traditional way. The discussion was followed by a tour of the facilities.

The chapter also develops relationships with various companies. These relationships combine both events and programs with a partner company. This allows for longevity and ultimately a deeper experience for both the company and Net Impact members. For example, members of the chapter worked closely with Patagonia on events such as a campus tour of the company’s headquarters in Ventura, CA and programs such as a recycling research and business plan for varying industries.

However, the Net Impact chapter does not believe these issues should be constrained to the clubs as silos within the student body. It is important to recognize that issues of social, ethical, and environmental responsibility are present in all aspects of business. Therefore, Pepperdine Net Impact hosts an annual Social Enterprise Week, which gives the opportunity for each club to host its own event relevant to the overall mission of the chapter. This year’s Social Enterprise Week included events such as a charity 10K race, hosted by Challenge for Charity; a meeting with LEED consultants, hosted by the consulting club; and a discussion of how major studios maintain work/life balance, hosted by the entertainment club.

Pepperdine has a strong focus on developing values-centered leadership, and the career services office encourages students to pursue their interests in nonprofit management, sustainability, and social responsibility. In the summer of 2010, grants were available from the Graziadio School Board of Visitors to provide stipends for students working for social enterprises and nonprofit or-
organizations. Currently, there are few resources available for students specifically looking for a social and environmentally focused career. Finding more opportunities for students to identify social and environmentally focused internships and jobs is one of the goals of Pepperdine’s Net Impact chapter. It is their hope to build strong relationships with companies looking for MBAs in corporate social responsibility and sustainability.

The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Career Services Staff
3. Net Impact Chapter Events

75% have been able to find a job or internship that to some degree fits with their values

n=27

ADMINISTRATIVE SUPPORT

The faculty and staff at Pepperdine strongly support Net Impact’s vision for social and environmental change. Starting on the first day of orientation, the administration educates students about Pepperdine’s environmental efforts, including using reclaimed water to water plants and recycling all campus refuse through an external source, Crown Disposal. In addition to Net Impact, the administration supports other social and environmentally focused student groups, such as Challenge organizations. Currently, there are few resources available for students specifically looking for a social and environmentally focused career. Finding more opportunities for students to identify social and environmentally focused internships and jobs is one of the goals of Pepperdine’s Net Impact chapter. It is their hope to build strong relationships with companies looking for MBAs in corporate social responsibility and sustainability.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 89% say they are satisfied
in extracurricular activities, 89% say they are satisfied

n=27

REASONS TO ATTEND

The Graziadio School of Business and Management has a strong emphasis on values-centered leadership, which translates into building socially and environmentally responsible business leaders. In the same way that Net Impact is a network of leaders that believes in social and environmental change, the business school at Pepperdine has the same breadth of reach throughout Southern California, with campuses in Malibu, Encino, Irvine, Long Beach, Pasadena, Santa Clara, Torrance, and Westlake Village. The collaboration between the full-time, executive, and presidential MBA program provides opportunities to build strong networks and contacts.

Regarding preparation for ethical and socially responsible leaders:

44% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
16% strongly agree that all students are adequately prepared for socially responsible leadership

n=27
MORE POWER TO YOU.

The secret to better business?
Placing values above the bottom line.

OUR MBA+ PROGRAM prepares students to lead in a way that is uniquely Portland. The MBA+ is built on the values that have made Portland a model city, a source of inspiration for people not just here, but around the globe. Our curriculum integrates sustainable practices into business and forges new paths through leadership, innovation, and entrepreneurial spirit.

The result? Leaders of tomorrow who are principled and practical. Engaged. Qualified beyond compare.
## PRESIDIO GRADUATE SCHOOL
### MBA IN SUSTAINABLE MANAGEMENT

**AT A GLANCE**

<table>
<thead>
<tr>
<th>Number of students: 291</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of Presidio students are Net Impact members</td>
</tr>
<tr>
<td>24% of those members are “very active”</td>
</tr>
<tr>
<td>46% are “somewhat active”</td>
</tr>
</tbody>
</table>

This chapter in three words: **Innovative, Inspired, Community**

**GOLD NET IMPACT CHAPTER**

You can’t ask for a better petri dish to explore sustainability-related business models and public sector innovation.

**Chapter leaders:** Alyssa Holt (alyssa.holt@presidiomba.org), Rachel Roberts (rachel.roberts@presidiomba.org)

---

Presidio integrates sustainability into every course and across the entire program—including social innovation, integrated bottom-line accounting, sustainable marketing, and ecological economics. It does not simply have a stand-alone course or concentration in environmental management or corporate social responsibility. Instead, the program is designed to teach social and environmental sustainability from the ground up. This is the difference between incremental change and designing for systems thinking. Taking sustainability beyond classroom theory, Presidio emphasizes not only transformative thinking about each discipline but also practical tools and approaches to implement concepts within real-world contexts.

Presidio students learn the professional competencies required in every MBA program, including economics, finance, governance, and operations. What differentiates Presidio is how students learn to think critically and apply sustainable management skills to create more effective solutions. Sustainability is far too dynamic to be left to a classroom discussion of theoretical constructs. As an evolving field, sustainability requires hands-on learning that is not added on as an elective or internship, but is incorporated into every aspect of the curriculum.

Experiential or applied learning is a cornerstone of Presidio’s curriculum design, in which students work on real-world projects with companies or organizations in five courses. Presidio students graduate with a robust résumé of accomplishments and professional connections. Graduates gain competencies and professional experience relevant to a rapidly changing world through “learning by doing.” Working on actual management projects and challenges, students demonstrate their learning by delivering results.

Presidio works with a growing number of local and global partners that value students’ unique perspective in tackling management challenges. Organizations range from start-up businesses to government agencies to Fortune 500 companies such as Walmart, Hewlett Packard, IDEO, Salesforce, Goodwill Industries, Sun Energy, HelioVolt, Straus Family Creamery, and SF Environment.

The cornerstone of the Presidio MBA program is the Integrative Capstone course. In their last semester, students plan, start, or build an ethical, sustainable, and profitable venture for an existing or new business, NGO, or governmental organization. Students work individually or in a group to complete a strategic business plan, as well as an action plan to implement the venture. The

### Program’s strengths:

1. **Environmental Sustainability**
2. **Corporate Social & Environmental Responsibility**
3. **Social Entrepreneurship**

**n=109**

97% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

97% are satisfied with the number of courses offered that include social or environmental issues
learning experience at Presidio is further enhanced by its outstanding and dedicated faculty, which includes leading academics and business practitioners in the field of sustainable management.

Presidio also offers students the unique opportunity to engage with business and policy decision makers. The school not only offers an MBA in Sustainable Management but also the nation’s only integrated MPA in Sustainable Management. Over 40% of the courses in these programs overlap to integrate the student body in public and corporate sectors and allow students to earn a dual-degree. Graduates from either program gain a strong network of business, government, and nonprofit colleagues. Together, students explore how these various sectors are interconnected.

Outside of classes, Presidio offers a variety of opportunities for students to be involved and engaged in its vibrant community. The Net Impact chapter, which is six years old and proudly includes every Presidio student as a member, serves as a hub for students to connect with each other and with Net Impact professional and educational resources. The Net Impact chapter sponsors various events each semester including career workshops, business plan competition workshops, speaker events, and social gatherings. One of Net Impact’s most valued contributions to Presidio is the Mentor Program, which connects new students with a mentor who advises them on all aspects of Presidio’s program. The chapter also connects Presidio students with regional Net Impact chapters. In fact, Presidio led the charge in organizing the first ever Bay Area Net Impact Mixer, which has continued as a successful networking forum that brings together the local Net Impact community.

Because Presidio is designed around the principles of sustainability, all of the clubs and organizations promote social and environment sustainability in business. In addition to the Net Impact chapter, Presidio students are part of many sustainability-related student clubs: the Social Venture Finance Club, the Entrepreneur Club, the Clean Tech Club, the Green Building Club, the International Sustainability Club, the Equity in Sustainability Club, the MediaLab, the Bike Club, PreSTO, the Social Committee, and Q Sustainability. Most students are actively engaged with at least one student club, if not more, and new club charters are developed every year.

Presidio clubs are an important outlet for students to explore specific focuses within the program learning. For example, the International Sustainability Club is sponsoring multiple efforts in South America and Asia. In Nicaragua, they are working with two local nonprofit groups to bring electricity, potable water, and watershed protection to more than 7,000 Nicaraguan villagers, many of whom have no electricity.

Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above Average</td>
<td>90%</td>
</tr>
<tr>
<td>60-80%</td>
<td>of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

Presidio’s Student Services team is dedicated to providing career services for students looking for jobs with a social and environmental focus. Career services offer students a range of resources including résumé prep, interview coaching, career workshops, and job and internship postings. Presidio also has an extremely engaged alumni network with a focus on sustainable business, which provides an invaluable resource in job searches, as well as ideas and career advice.

Though Presidio is a young program, it is highly

140
Sustainability and systems thinking are woven throughout Presidio’s program. Rigorous management theory and practice is connected with social responsibility, ecological awareness, systems thinking, and leadership within an integrated framework of sustainable management. The Presidio framework, in addition to its emphasis on applied learning and robust network, makes Presidio a unique place for students interested in social and environmental sustainability.

Presidio graduates are implementing social and environmental change across a broad range of corporations and organizations including Mattel, US EPA, Salesforce, Red Bull, Sabre Holdings, PG&E, Goodwill Industries, Alcatel-Lucent, and RSF Social Finance. Other graduates have founded successful sustainable enterprises, often creating business sectors where none previously existed. Presidio is creating a new kind of leader in every area, from business management to public policy, and from social entrepreneurship to global governance.

Presidio’s expert faculty members are at the forefront of new learning in the field of sustainable management. They are accomplished practitioners and thought leaders within their fields. Together with guest lecturers and academic advisors, faculty members offer students a dynamic and experienced resource. As the school evolves, the program continues to attract bright and talented faculty members who embody sustainability in both their lives and their teaching.

Presidio also offers a unique Sustainability Experts-in-Residence Program (EIR). The program provides a formal opportunity for distinguished leaders to work collaboratively with the Presidio network to stimulate and implement innovative ideas in sustainability. EIR seeks to expand innovative sustainability thought and practice with scalable impact for both the school and the larger community.

Presidio’s faculty and administration provide tremendous support to the Net Impact chapter and are completely aligned with the mission and goals of Net Impact. Presidio also believes that graduates must be armed with both the competencies and the courage to implement a sustainable future. Due to the nature of Presidio’s programs, admissions necessarily places special value on applicants with the capacity for leadership and with a background or interest in social and environmental impact.

Regarding the administration’s commitment to including social and environmental themes...
in the curriculum, 97% say they are satisfied
in extracurricular activities, 83% say they are satisfied
n=109

Sustainability and systems thinking are woven throughout Presidio’s program. Rigorous management theory and practice is connected with social responsibility, ecological awareness, systems thinking, and leadership within an integrated framework of sustainable management. The Presidio framework, in addition to its emphasis on applied learning and robust network, makes Presidio a unique place for students interested in social and environmental sustainability.

The integrated curriculum is designed around three fundamental and interconnected concepts that together define competence in sustainable management: sustainable systems, leadership, and business foundations. Principles of systems thinking and sustainability ground the entire curriculum. The coursework is designed to build competencies in personal efficacy, resilience, adaptability, relationship management, and organizational change. Foundational courses focus on building practical management proficiencies in economics, innovation, capital management, and critical thinking.

Experiential learning is a key component of the program and trains students to address real-world business
opportunities. Students work in teams on projects with outside companies, NGOs, and government agencies so they will be prepared to implement ideas and solutions when they graduate.

The kinds of careers graduates enter are no different from traditional positions in finance, marketing, accounting, manufacturing, HR, and labor relations. The difference is in how the graduates are doing their jobs: Presidio graduates develop solutions that are socially and environmentally sustainable. By taking sustainability beyond concepts into implementation, Presidio graduates bring extraordinary value to any profession. As climate change, energy issues, diminishing ecosystems, and economic collapse confront every sector, the demand for professionals who can tackle complex challenges has never been greater.

Students greatly benefit from Presidio’s unique network: a broad, unmatched learning community of students, graduates, faculty, business partners, and sustainability thought leaders. Presidio is producing new leaders in every area from business management to public policy, and from social entrepreneurship to global governance.

Regarding preparation for ethical and socially responsible leaders:

59% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
59% strongly agree that all students are adequately prepared for socially responsible leadership

n=109

Presidio Building 36, P.O. Box 29502, San Francisco, California 94129, USA • Phone: +1 415-561-6555 • Email: info@presidiomba.org
http://www.presidioedu.org/
The curriculum at the Jesse H. Jones Graduate School of Business at Rice University is primarily focused on standard MBA courses. However, with a flexible program, the faculty and administration are open to molding courses toward student interests. Two of the school’s pillars of education are energy and entrepreneurship. As a result, students can excel and become thought leaders in alternative energy and social entrepreneurship.

The Jones School also provides electives focused on bringing business concepts to the developing world and truly becoming social entrepreneurs. Courses include strategies for emerging markets, business-government relations, and commercialization of technologies. For instance, in 2009, the Jones School began offering a course focused on commercializing new technologies founded by the Rice bio-engineering school in countries such as Rwanda. During the course, students visited Rwanda and began the development of a business model. The students met with government officials, healthcare professionals, and approval committees to learn about starting a business in a developing economy.

Rice University also has several courses in environmental and social issues such as clean water, air pollution, community development, and energy efficiency. These courses are open to all Jones School students interested in learning more. In addition to courses, Rice University also hosts the Baker Institute, a public policy think tank and a venue for numerous speakers on social and political issues.

The Net Impact chapter at Rice University is dedicated to bringing students into the regional community. The chapter holds at least one community service event per semester in addition to ongoing community efforts. In the past, the chapter has teamed with Neighborhood Tax Center, where students help small business owners in the area file their taxes. In 2008, chapter members volunteered to clean up Galveston, Texas after Hurricane Ike and worked with Habitat for Humanity to help build a house in the Houston area. One of the fall semester outings included volunteering at the Children’s Museum of Houston during a free admission day. These volunteer efforts show why one student says the Jones School boasts “an amazing, open-minded student body and an opportunity to have a large impact on campus.”

The Net Impact chapter markets community service events in the Give-A-Hoot newsletter, a publication of Rice University’s Community Involvement Center. Circulated monthly to students and alumni, the newsletter announces community service opportunities to organize and encourage volunteerism and social service in the Rice community.

In addition to volunteer opportunities, the Net Impact chapter formalized a Board Fellows program during the 2008-09 school year. In its first year, the program successfully placed eight first and second-year students on local nonprofit boards. The program quickly gained wide acceptance and acclaim, and the program grew to 26 students in 2009-10.

Stemming from a comprehensive Sustainability Plan the Net Impact chapter researched and wrote in 2008-09, a Net Impact Recycling Committee was formed during the 2009-10 school year to develop a formal recycling program for the Jones School. The existing program was...
incomplete, leaving the school community not well-informed about which materials were recyclable and where they could be deposited. The committee worked with the faculty and staff sustainability committee to survey the school community and draft a plan for a program that was presented to the dean for formal consideration.

Each year the Net Impact chapter hosts a career panel to give students an opportunity to learn more about career opportunities in the fields of sustainability, corporate responsibility, nonprofits, and community development. The focus of the panel held during the spring semester of 2009-10 was Triple Bottom Line Business in Houston. The panel featured professionals in the renewable energy, community lending, recycling, and green building fields who shared career advice and stories about their own entrepreneurial and sustainability-minded pursuits.

While the Career Management Center is primarily focused on the energy industry, finance, and consulting, Jones counselors are enthusiastic about working with students interested in non-traditional MBA career paths. These jobs have become increasingly popular on campus, and as a result, more recruiters are visiting campus to recruit for education, environmental sustainability, and social entrepreneurship positions. Recent recruiters have included the Environmental Defense Fund, Education Pioneers, and the sustainability departments at companies such as Waste Management. These opportunities are especially abundant at the annual Career Rodeo career fair held every March.

Students at the Jones School are cooperative and help each other find their most sought-after jobs. Postings are shared amongst Net Impact members. To further enhance the opportunities for careers in environmental sustainability jobs and social entrepreneurship, the club also sponsors career-focused site visits. These treks primarily center on the alternative energy sector due to its geographic proximity in Texas.

The nonprofit sector, especially in Houston, reveres Rice University as a great place to hire top-notch talent. Unfortunately, the financial support for students interested in nonprofit internships recently expired. However, the development department on campus is working to replenish this fund to encourage more nonprofit internships.

The administration and school leadership support student involvement and activities. The administration supports the Net Impact chapter and encourages students to become members, reach out to the community, and make improvements to the school. This support is noted in the acceptance and backing of Net Impact initiatives, such as eliminating disposable water bottles on campus, as well as allowing the chapter to convene with the curriculum committee, the dean, and change managers to discuss initiatives in the Sustainability Plan. This plan, says one student, will bring “concepts of sustainability directly to the students, faculty, and staff on a daily basis,” so that the community understands their relevance.

The admissions staff has noted an increase in the amount of prospective students interested in social concerns. The admissions staff, however, does not over-value these applicants. They aim to create a well-balanced student body in terms of experience, interests, and backgrounds. A diverse student body allows students to sharpen their thoughts, test their theories, and challenge each other’s ideas.

The Jones School at Rice University is particularly strong in entrepreneurship, energy, and finance. Since the school has a smaller student body, the program allows students to find their own paths and career aspirations. As a result, the program is set up to encourage entrepreneurship and leadership in all of its students. This is especially true in social and environmental themes. The Net Impact chapter at Rice is a growing student club.
In 2007, the club consisted of ten students; during the 2009-10 school year, the club had 47 student members. The school is focused on the intersection of all the disciplines and teaching students that social responsibility is at the core of business. If you're an applicant looking to rise to the challenge and become a true leader at your school and in your community, the Jones School of Business is the right choice for you.
The Erivan K. Haub School of Business at Saint Joseph’s University (SJU) seeks excellence in business education that offers breadth in terms of broad-based coverage of business concepts and skills, including ethics and corporate social responsibility; depth through focus on specific industries and professions; and wholeness via education of men and women in service to others. The Haub School has been internationally recognized by the Aspen Institute’s Beyond Grey Pinstripes Global 100 Survey rankings for graduate business programs that integrate ethics and corporate social and environmental responsibility into their graduate curricula (#76 overall and #12 in student exposure).

The Haub School is concerned with moral and ethical philosophical reasoning behind leadership and decision-making. Much of the integration of moral reasoning into the curriculum is accomplished through the work of the Pedro Arrupe Center for Business Ethics. Three ways the Arrupe Center integrates ethics and social responsibility into the business school curriculum are through their Faculty Fellows Program, their Executive Lecturers Program, and various lectures and conferences.

The Arrupe Center fellows demonstrate their commitment to ethics-based research and teaching through research, teaching, participating in professional development, case writing, white paper writing, and incorporating ethics across the curriculum. Work done through any of these fellowships is incorporated by faculty into both core and elective courses.

The Arrupe Center Executive Lecturers Program has enlisted over 100 regional executives, from both for-profit and nonprofit organizations, who are willing to come into the classroom to present discipline-specific, ethics-related cases and topics. The program engages faculty as well as students. Faculty integrate lecturers into their course schedules and even offer contacts for new speakers.

Examples of topics featured in both core and elective courses include—but certainly are not limited to—the following: full and fair reporting, corporate governance, ethical issues in technology and data security, stakeholder theory, social entrepreneurship, fair (and unfair) labor practices, food policy, sustainability and green marketing, and the difference between ethical behavior and regulatory compliance.

Three flagship executive education specializations focus on ethics and corporate social responsibility topics, including those related to the environment. First, the pharmaceutical marketing MBA program features coursework on leadership, ethical decision making, corporate governance, stakeholder theory, and the particulars of the pharmaceutical industry. Second, the food marketing MBA and MS programs concentrate on food and the poor, leadership, ethical decision making, corporate governance, stakeholder theory, agricultural practices, resources, and consumer issues. Finally, the executive MBA one-year and 20-month programs feature coursework centered on leadership, ethical decision making, corporate governance, and stakeholder theory. Two levels of leadership and decision making and three levels of ethics are required for fulfillment of these programs.

The SJU Net Impact Chapter takes a leadership role within the community by promoting environmental and social causes, both on and off campus. Thanks to a campus greening effort spearheaded by a former chapter leader.
Given the school’s foundation in Jesuit tradition, the Career Development Center at SJU has always supported and made special consideration for students who plan to use their degrees working for socially or environmentally-focused organizations. Due to the close partnership that the Haub School maintains with many local nonprofits, the university’s reputation among the nonprofit community is very strong. Many students come from a nonprofit background and are drawn to the university for its emphasis on corporate social responsibility. Each year SJU sponsors a spring career fair specifically for students looking to enter nonprofit or government organizations with an ethical focus. In the past, this career fair has been supported by top organizations like Idealist and OpportunityKnocks.org. Other career fairs, alumni panels, and networking events occur regularly throughout the academic year. SJU’s campus ministry also facilitates the application process for students who are interested in participating in a year of service following graduation.

The Haub School offers a rigorous academic program rooted in the core Jesuit education values of social responsibility and service. The MBA program is an experiential program in which the socially and environmentally conscious student has endless opportunities to apply his or her skills to real-world scenarios. The global diversity of the student body offers a variety of perspectives for solving business problems in today’s globalizing environment. The SJU community eagerly supports environmental and social causes and encourages students to take leadership roles.

Prominent Alumni
Kay Yoon (2009) - Non-Profit Independent Consultant
Vana Zervanos (2008) - Associate Dean, St. Joseph’s University
Christie Munding (2007) - Founder, Global Tech Jewelry

The Haub School, through the Arrupe Center, provides tremendous support, both financially and academically, for the Net Impact chapter and other related causes. Each semester, the center administers an ethics competition in which students write about important real world ethical problems facing business today. Administratively, the school provides a great deal of support to these causes and promotes Net Impact as an important cultural component of the program as early as new student orientation.

The global diversity of the student body offers a variety of perspectives for solving business problems in today’s globalizing environment. The SJU community eagerly supports environmental and social causes and encourages students to take leadership roles.
Social and environmental curriculum themes are up and coming at San Diego State (SDSU). Though there is much room for growth, there is also significant momentum both from students and faculty to make it more of a central focus.

Currently, one particular SDSU faculty member who is deeply involved in the social entrepreneurship movement is working with a group of students to develop a social entrepreneurship course for the MBA curriculum. Several electives, including a popular seminar on the world business environment, incorporate themes such as CSR and into their syllabi.

SDSU’s MBA program is internationally recognized for its entrepreneurship specialization. Within that specialization, there is much opportunity for students to learn, study, and focus on entrepreneurial endeavors with a social and environment focus. The same is true for the international business specialization, which is highly ranked and incorporates issues of triple bottom line thinking into many aspects of its coursework.

Net Impact is new to the SDSU community, and though there has been a lot of enthusiastic initial support, the chapter is definitely in the building stages right now. This moment in time is critical to the Net Impact chapter’s establishment and development, and being involved now provides students with certain unique and valuable opportunities to be change agents and lay the groundwork for the coming years.

Curriculum change is currently a hot topic among students, who anticipate it as an area where Net Impact members will be deeply involved in the near future.

Additionally, in a very exciting development this year, the SDSU student body passed a referendum calling for the construction of a new student center which will break ground next year and become the first LEED-Platinum student center in the country. This demonstrates that green-minded focus and energy is catching on among the students.

San Diego is a unique community for those interested in Net Impact, as the city is home now to four Net Impact chapters with graduate chapters at SDSU, University of San Diego, and University of California, San Diego, along with a professional chapter. This community is large and connected, and there have been several collaborative events this past year which provided members of all chapters with invaluable opportunities for networking and outreach. The cooperative efforts of the various chapter leaders and members are a huge asset to all involved.

In addition to traditional career services, SDSU is home to an incredibly unique and valuable on-campus resource called the Entrepreneurial Management Center (EMC), which capitalizes on the talent base of local entrepreneurs and the reputation of SDSU’s entrepreneurship program. According to the EMC website, the
Though the San Diego State MBA program has yet to develop a reputation for leadership in the realms of social and environmental action, it certainly has the potential to achieve that goal in the near future. The combination of entrepreneurial enthusiasm paired with an ever-increasing campus-wide dedication to greening makes it likely great change will take place on the SDSU campus very soon.

SDSU provides students with prime opportunities to help enact change and encourage growth if they are passionate and dedicated to social and environmental themes in business.

Resource center provides “a stellar example of what can result when academic talent, local industry, and private donors join forces, balancing the very latest in scholastic knowledge with hands-on experience.” The EMC sends out regular job and internship opportunity postings. Many of their opportunities are entrepreneurial and often exemplary of cutting-edge businesses and innovative business ideas. At this moment in time, many of these are socially or environmentally focused.
The SFSU MBA program has a very popular and reputable sustainability emphasis, which draws students from all around the world and provides an AACSB accredited MBA degree along with the skills to assist in transforming mainstream business. The emphasis provides students with an in-depth appreciation of the environmental and social dimensions of conducting business in a global market. This is directly in line with the overall mission of the university of social justice and equality.

Three aspects of sustainable business that improve a firm’s long-term performance are emphasized: managing risks (regulatory, reputation, litigation, and market); focusing on values-driven leadership; and recognizing market opportunities created by environmental and social challenges. Learning outcomes include how to articulate the business case for sustainability, develop and lead internal and external coalitions needed to drive organizational change, and implement metrics for measuring progress and providing accountability.

Additionally, nearly every class in the MBA program, from accounting to marketing, strives to incorporate social and environmental themes throughout. There are also many opportunities for students to enroll in independent study courses to research emerging clean technologies or other sustainable business opportunities. Such a focus has led to the school being ranked #29 in the Aspen Institute’s Beyond Grey Pinstripes list of sustainability-focused MBA programs in the world. In addition, one required course in the MBA program is a course entitled The Political, Social, and Legal Environment of Business, which is basically an ethics course that lays a strong foundation for the sustainability emphasis as well. Furthermore, the program holds an annual campus-wide Ethics Week, hosting a series of guest speakers and encouraging all professors to discuss ethical topics in class. Finally, the SFSU MBA program is a signatory to PRME, the Principles for Responsible Management Education.

The faculty members in the program are widely published and highly reputable in the field of sustainable business. Other highly respected leaders regularly give guest lectures.

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Environmental Sustainability
3. Social Entrepreneurship

65% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
61% are satisfied with the number of courses offered that include social or environmental issues
STUDENT ACTIVITIES

The SFSU MBA Net Impact Chapter is very active on campus. The chapter continually works with faculty and administration to bring guest lecturers to campus and sponsor engaging events and programs in the local community. The chapter has been very successful in bringing highly respected speakers such as Joel Makower, Randy Hayes, David Sherman, and David de Rothschild. The chapter also holds regular community service events working with organizations such as the Eastshore State Park, the Marin County Municipal Water District, and the Presidio Native Plant Nursery. The program has a strong interest in microfinance, and the chapter is also very active with Kiva, holding a popular annual fundraising campaign and ranking highly among college groups on the Kiva website.

SFSU Net Impact members have also been involved with the Net Impact Walmart Better Living Business Plan competition, and the annual Clean Tech Open, and are currently working to implement a Campus Greening Initiative on campus. Future aspirations involve implementing a Board Fellows program. Additionally, Net Impact leaders have been active in creating Bay Area networking events with other Bay Area Net Impact chapters.

On campus, the Net Impact chapter collaborates closely with the other major student body organizations, including the Graduate Business Association (GBA) and Women in Business (WiB), to sponsor guest speakers and events to further develop a well-rounded and engaging MBA program.

Overall, the student body is very receptive toward and involved with the Net Impact chapter on campus. Due to the vast popularity of the sustainability emphasis in the MBA program, Net Impact has become the leading student body organization on campus.

CAREER SERVICES & ALUMNI

The program offers tremendous opportunities with career services and career preparation on campus. The program has hired two highly regarded business leadership consultants who hold regular advisory sessions and events. The career consultant provides one-on-one sessions with students, as well as regular career workshops in advising on everything from resume writing to interview skills. The communications consultant is a highly respected business executive coach in the Bay Area and offers workshops on presentations and other communications skills. Additionally, each semester the program offers career fairs that tend to focus on sustainability positions in organizations of all types.

Most importantly, multiple courses in the program offer student projects with companies from the Bay Area in topics such as supply chain management, organizational development, finance, marketing, business strategy, and general sustainability management. These projects provide some amazing career networking opportunities and often lead to future internships and positions as San Francisco and Bay Area companies are leaders in sustainability initiatives.

Prominent Alumni

Keoke King (2009) - Marketing Director, Whirlwind Wheelchair International
Efrat Stark (2008) – Sustainability Marketing Consultant, Autodesk
Meredith Thomas (2006) - Executive Director, Neighborhood Parks Council of SF
Peggy Duvette (2002) – Executive Director, Wiser Earth

The most helpful career resources in a job/internship search are:
1. Net Impact Chapter Events
2. Career Services Staff
3. Career Center Events

29% have been able to find a job or internship that to some degree fits with their values

n=23
Overall, the SFSU MBA program is a highly ranked sustainability MBA program accredited by AACSB. It has a very knowledgeable and experienced faculty that is widely published and highly reputable in the field of sustainable business. Additionally, highly respected business leaders regularly give guest lectures. The Net Impact chapter consists of a very motivated group of future business leaders who are actively working to “transform mainstream business.” Importantly, the program focuses on the MBA first and sustainability a close second. This means it isn’t all “green washing” at one end or environmental demagoguery on the other end, but it fits right in the middle provides a balance of making the business case for sustainability and “doing good” equally. The program teaches extremely practical skills for MBA graduates to try to change the world through business at any level within an organization. The program fits within the University mission of social justice and equality.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 61% say they are satisfied
Regarding preparation for ethical and socially responsible leaders: 38% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
16% strongly agree that all students are adequately prepared for socially responsible leadership

1600 Holloway Avenue, San Francisco, CA 94132, USA • Phone: +1 415-338-1111
http://cob.sfsu.edu/cob/
Principled leadership is central to the Simmons School of Management (SOM) mission and the MBA curriculum. First introduced during Foundations, the five-day orientation for new MBA students, ethical decision-making and social impact principles are woven into the full spectrum of core and elective courses.

From accounting and finance to marketing and organizational behavior courses, students at the SOM are constantly encouraged to consider all stakeholders in their business decisions. Furthermore, power and value are frequently discussed outside of a strictly monetary function—meaning students are trained to build and add value to an organization both monetarily, socially, and ethically.

The general management curriculum offers numerous opportunities to explore issues such as the impact of investor incentives, the social implications of key economic concepts, socially and environmentally responsible supply chain management, non-traditional accounting standards, negotiating responsibility for environmental “externalities,” managing diversity, social marketing, and the changing nature and role of shareholders. Leadership, Governance, and Accountability, a required capstone course, pulls all facets of principled leadership together, including ethics, accountability to multiple stakeholders, and responsibility for managing environmental and social impact. Electives which focus specifically on principled leadership include triple bottom line accounting, corporate social responsibility, sustainability reporting and analysis, and gender and leadership.

Beginning in 2010, students are now able to declare a concentration in sustainable business practices. Simmons also has a robust entrepreneurship program, which has been recognized as highly innovative by Fortune magazine, Entrepreneur magazine, and Princeton Review. The Simmons Entrepreneurship Program is notable for its integration of social ventures and social entrepreneurship, including discussions, guest speakers, and practicum opportunities with companies such as Eileen Fisher. In 2008, over half of the entrepreneurship students did a practicum with a company where corporate social responsibility is central to the business model. Furthermore, the SOM offers joint programming with the Simmons School for Health Sciences.

In January 2010, the SOM hosted an emerging markets travel course through India. The course addressed critical sustainability challenges (political, economic, socio-cultural, technological, ecological, gender, and fair trade) facing emerging markets and approaches to address them. Faculty and students gave special attention to the role of gender and women’s leadership in fostering sustainable development. The content was tied through a digital sustainability story, based on primary and secondary sources. The course focused on India and on diversity within India in the broader context of the emerging markets and the global trends.

Forty percent of SOM full-time faculty members are engaged in research with a focus on social and environmental issues, directly informing the MBA curriculum. Students are also given the opportunity to participate in CSR research through a unique “Principled Leader” graduate assistantship.
Net Impact is one of the school’s most active clubs, working with students, faculty, and the broader Boston community to initiate events and build networks related to sustainable business. The chapter grew out of the Ethics Club, which existed for approximately 20 years. In 2005, the group officially aligned itself with Net Impact and became the SOM Net Impact chapter. Students actively encourage the school to further integrate sustainability-related issues into the curriculum, and this year persuaded the administration and faculty to reintroduce a sustainability analysis and reporting course which had previously been offered in 2008.

Every year, Net Impact, with the support of the SOM and Eileen Fisher, hosts an annual CSR panel. In 2009, the school hosted senior representatives from Microsoft Corp., Cone Inc., Verizon, and Millipore for a discussion related to the effect of the global recession on CSR practices. In past years, the SOM has hosted representatives from BP, Eileen Fisher, Genzyme, HP, Whole Foods Market, and others.

Other events include a panel discussion on socially responsible investing, a discussion with Microsoft’s Dan Bross on careers in organizational change and CSR, a “Green Dean” event, a number of “get to know” Net Impact membership drive events, and informal networking and discussions at area restaurants in which members talk about the value and future of CSR in business. The chapter actively collaborates on events with other graduate Net Impact chapters in the Boston area, as well as with the Boston Professional chapter, so that members may expand their networks and meet other like-minded individuals beyond the Simmons community.

Among the new and exciting initiatives this year was the creation of a CSR Research Colloquium, which convenes faculty and graduate students from the greater Boston area to discuss academic research related to CSR and business several times a semester. The first colloquium event discussed the role of CSR communications in maximizing business returns.

A group of Net Impact members are launching a green team to further the effectiveness of the school’s LEED certified building. This initiative is tasked with assessing the baseline condition of the school’s environmental and social impacts, creating strategic plans for improving these conditions, and communicating and engaging a broad variety of stakeholders (including students, faculty, and staff) to reduce the overall footprint.

As a business school located in Boston, home to some of the nation’s leading nonprofit institutions, Simmons SOM is uniquely poised to meet the needs of its many students whose post-MBA plans are to advance in or switch to the nonprofit sector. The Career Services Office (CSO) works hand-in-hand with the Center for Gender in Organizations, Simmons Net Impact, faculty, and the Office of the Dean in building relationships with both nonprofit organizations and private sector companies who participate in School of Management events focused on corporate social responsibility. The school funds student participation in industry and academic conferences related to principled leadership and environmental and social impact management.

The CSO provides MBA students and alumnae tailored support, including individual career advising and employer advocacy. The Career Services team, which includes SOM faculty, offers an array of networking opportunities that personally connect students with prospective employers and industry leaders. These include career symposiums, employer career fairs (including a first-ever Green Career Fair in the fall of 2008), industry and alumnae panels, and company presentations. The CSO conducts targeted outreach to organizations to provide real-world examples of how organizations are addressing CSR strategy, and to offer advice to candidates interested in socially responsible careers. Examples of CSR-focused companies and nonprofits with which CSO has established recruiting and networking relationships include Eileen Fisher, EnerNOC, HP, Genzyme, Microsoft, Partners HealthCare, Pietzio, United Way, Business for Social Responsibility, CERES, Clinton Foundation and ICIC. Additionally, the CSO provides a powerful career connection to the extensive network of successful SOM alumnae, many of whom serve in independent sector organizations or companies recognized for their commitment to social and environmental concerns.

### Prominent Alumnae

Constance de Brun (2008) - Director of Finance & Operations, Manomet Center for Conservation Sciences

C.A. Webb (2006) – Director of Marketing, Preserve

Grace Velardi (1995) – Director, Corporate Relations, Earthwatch International

Amy Puffer (1989) – Chief Compliance Officer, Green Century Capital Management, Inc.

Susan Kaplan – Marketing Coordinator, Mass. Department of Energy Resources
The current and future priorities of the SOM are strongly aligned with the values of Net Impact. This is most heavily embodied by the SOM’s adoption of the United Nation’s Principles for Responsible Management Education; the focus on principled leadership in our mission and curriculum; and the administrative and financial support provided to students, alumnae, and faculty members who are interested in social and environmental issues.

Simmons College has also signed the College and University Presidents Climate Change Commitment. In signing this commitment, Simmons has pledged to reduce global warming emissions and to integrate environmental sustainability into the curriculum.

The school supports Net Impact members by reimbursing students for part of the registration and travel to Net Impact events. In 2009, SOM’s turnout at the Net Impact Conference may have been the largest for a small school.

The SOM admissions office values students with social and environmental interests. The school actively recruits one student each year to serve as a “Principled Leader” graduate assistant, a position tasked with helping faculty conduct CSR-related research and helping the school to develop and brand its sustainability initiatives. However, there is no preference in admissions based on these interests.

The focus on principled leadership is at the center of SOM’s mission and academic enterprise. Simmons MBA students gain the skills and knowledge to build strong and enduring organizations that are successful by all traditional measures and that vigorously align sustainability, social responsibility, and profitability in their business strategy. MBA graduates leave Simmons with a deep understanding of how principled leaders think and act, fostering equitable workplaces and adhering assiduously to ethical decision-making wherever they choose to lead. “The mission of Simmons is to educate women for principled leadership,” one student writes, adding that “every member of the Simmons community models the way for this kind of leadership, and everyone is passionate about helping business to do good and do well.”
Simon Fraser University’s MBA is a 12 month full-time program designed for individuals with non-business undergraduate degrees and less than five years of professional work experience. It is geared toward students who did not major in business and focuses on admitting a student body with a diversity of backgrounds. The curriculum includes the standard MBA courses in finance, accounting, marketing, operations, economics and strategy as well as courses in ethical decision making, sustainability, leadership, emerging markets and new ventures. Students are required to find and complete an internship at the end of the course work. This provides a smooth transition from the classroom to the workforce. As a cohort program, all students take the same courses together and as such are not able to specialize in CSR. The program, however, does include one course focused on sustainability and students can customize the focus of their assignments to their specific areas of interest. CSR is mentioned in most courses and both students and faculty are open to discussing CSR topics in class. A little-known secret is that there are some really interesting professors in the faculty who do not necessarily teach to MBA students but are heavily involved in local CSR projects. If you find the right people, they can direct you to extracurricular projects to get involved in.

Simon Fraser University’s MBA program is cohort-based with only 60 students. Due to its size, all the students get to know each other very well and do many activities together. In terms of Net Impact, the chapter is only in its third year at the Segal Graduate School of Business and is still developing its scope and character. There is a high level of interest in Net Impact on campus, and it is currently the only club specifically operating out of Segal’s campus. (The main Simon Fraser University campus is located about a 45-minute away on public transit and has many diverse student clubs, but distance limits the amount of collaboration that occurs.) This year, students organized and delivered a number of successful events including organizing a Sustainability Speaker Series on campus, a live marketing case study and consulting session for a green commuting upstart, film nights, and a holiday clothing drive. Students also continue to network with local nonprofits to establish relationships for future consulting work.

One of the difficulties Net Impact faces at Segal is continuity. As the MBA program is 12-months in duration, there is no overlap between successive cohorts. As a result, it is difficult to integrate one year’s Net Impact progress and culture with the next. Legacy and continuity are key issues members are continually working on as they endeavor to grow the club throughout the year.

A career management component is built into the framework of the MBA program. The main focus of the CMC (Career Management Center) is providing students with online resources and job search skills

---

**CURRICULUM**

**STUDENT ACTIVITIES**

**CAREER SERVICES & ALUMNI**
such as writing effective resumes and cover letters, networking and business etiquette, as well as one-on-one interview coaching. Applying these skills and going out to meet potential employers is predominantly the students’ responsibility, although the CMC does do a good job of tracking conferences and events, creating many opportunities for students to attend industry events. The CMC puts on quite a few informational workshops and some guest speakers and industry panels. One area of weakness is alumni relations, and the CMC is actively working on building stronger connections with alumni. This may be due in part to the relative newness of this MBA program at SFU. While the school does not provide funds for students who accept internships with nonprofits, there are external sources such as MITACS that assist in funding.

**ADMINISTRATIVE SUPPORT**

Overall, the administration at Segal is fairly receptive to social and environmental initiatives. Vancouver is a global hub for green tech, environmentalism, and social development, so there is a strong civic culture of supporting these initiatives that carries over to the universities. There are a number of key faculty members who are very supportive of sustainability issues and have fought to include specific courses on the topic in the curriculum. Although there is not an overall focus on making Segal Graduate School of Business a forerunner of the sustainability movement among business schools, there is an administrative focus on integrating sustainability into the MBA program.

**REASONS TO ATTEND**

The general strengths of the SFU MBA program are the diversity of the students, the cohort-based program, and the 12-month structure. The impetus behind the current MBA program at SFU is a focus on admitting students who come from a non-business background. Currently in the class of 2010, there is a professional opera singer, a retired pro snowboarder, a CPA, and a pathologist, among others. This creates diversity among the class and increases the variety of opinions and perspective in the classroom, ideally to graduate more well-rounded MBAs who focus on more than the bottom line. Because the SFU MBA is a cohort-based program where everyone takes the same courses throughout the year, there is a strong bond that develops among the students. Finally, all coursework is completed in 12 consecutive months, and the internship requirement is completed at the end. This allows the internship to be flexible in length because there is no set finish time, and also creates the opportunity for internships to be rolled into full-time positions.

The main benefit of attending SFU’s MBA for potential applicants interested in social and environmental sustainability is the location. Vancouver is a leading city for environmental sustainability and green tech, also boasting a large number of nonprofits focused on addressing homelessness. Beyond the campus, there are countless opportunities to get involved with Net Impact-type work in the greater community. There are real opportunities to work with a growing number of local businesses and organizations focusing on environmental and social sustainability.
Stanford GSB has had a long-standing focus on environmental and social impact issues rooted in the Public Management Program (PMP). Founded in 1971, the PMP seeks to educate and support students who aspire to lead public and nonprofit organizations or apply socially conscious values to their for-profit career. The PMP has a student executive committee comprised of five students dedicated to ensuring the student voice is heard in academic programming, community building, and resource allocation within the PMP.

Curriculum-wise, the program offers all MBA students the academic option to earn the PMP Certificate, which is available to those students who wish to focus their coursework on socially-focused management topics and take a minimum number of such courses. Each year, the PMP offers 20-30 electives in public policy, nonprofit management, social and environmental entrepreneurship, corporate social responsibility, philanthropy, and more. On average, 20 percent of each year’s graduating class earns a PMP Certificate. Independent study projects and courses taken “Across the Street” at different schools including the Engineering School, Design School, and the Interdisciplinary Graduate Program in Environment and Resources (IPER) program offer students opportunities to deepen their academic learning with respect to social impact issues. The Stanford GSB also supports students seeking joint degrees in law, education, and public policy.

Notable academic offerings include classes at the Design School such as Entrepreneurial Design for Extreme Affordability and Designing for Sustainable Abundance, which utilize interdisciplinary teams and design an approach to solving social and environmental issues. Extreme Affordability is a project-based class where students design comprehensive solutions to challenges faced by the world’s poor. Start-ups that have been born out of the class include d.Light, which provides low-cost solar lighting for the rural poor in India and Africa, and Embrace, which offers low-cost incubators for premature babies using a phase-change material that requires no electricity.

Aside from formal curriculum, the PMP offers at least five student-initiated Service Learning Trips every year with the goal of connecting students with organizations, leaders, and communities in a way that highlights how management education can contribute to sustainable solutions to social and environmental challenges. Service Learning Trips occur over approximately 9–12 days during winter and spring breaks (in countries such as China, Thailand, Cambodia, South Africa, India, Haiti, and the U.S.), providing the opportunity to learn about

Program’s strengths:
1. Social Entrepreneurship
2. Energy & Clean Technology
3. Education

54% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

46% are satisfied with the number of courses offered that include social or environmental issues
innovative models of social change. Each trip focuses on a specific issue, setting the context for discussion about the strengths and weaknesses of different organizational models and approaches.

The PMP has a faculty committee whose members are leaders in various social and environmental issues, including environmental sustainability, government and political parties, product design, organizational strategy, and more.

The PMP supports student-initiated clubs, committees, and initiatives to provide students with channels to address issues most relevant to them, network with like-minded peers, and further develop leadership skills and topical expertise. Student-led clubs include:

- Challenge for Charity (C4C) is a fundraising and volunteering competition between the top west coast business schools, with proceeds benefiting Special Olympics.
- Education Club engages business and education students in discussion and learning about their role in education, education's role in society, and business' role in education.
- Energy Club works to become the center for energy-related interactions at the GSB and to explore issues impacting the oil and gas, clean tech, wind energy, solar energy, fuel cell and power sectors, energy security, and the environment.
- Environmentally Sustainable Business Club informs students about environmental concerns and opportunities emerging in today's business world.
- Government and Politics is a highly energized, non-partisan group of individuals interested in developing a deeper understanding of the intersection between government, business, and politics.
- Health Care Club brings students with any level of interest or experience in health care together with alumni, industry experts, and thought leaders who share common interests. I Have a Dream (IHAD) is a national organization that improves graduation rates, builds college aspirations, and helps finance continued education for children in disadvantaged communities. The Stanford GSB IHAD chapter partners with students in East Palo Alto.
- International Development Club brings together students interested in learning about international development issues.
- Social Venture Club provides a forum for students to explore the blurring boundaries between the public, nonprofit, and private sectors through interaction with each other, faculty, and community leaders.
- Board Fellows prepares Stanford MBAs for responsible community leadership by providing apprenticeships with the Bay Area's best nonprofit boards. Since 1997, the Stanford GSB has operated the nation's first Board Fellows program. Each year, more than 50 students serve as a Board Fellow for one of over 25 nonprofit organizations in the San Francisco Bay Area. From arts and environmental organizations to education and youth programs, Stanford Board Fellows' 14 years of programming has built strong relationships with several area nonprofits. Fellows are paired with a host organization, and complete either joint or separate projects in the spring quarter. Independent study credit is also available through Board Fellows participation.

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average</strong></td>
</tr>
<tr>
<td>n=24</td>
</tr>
</tbody>
</table>

75% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

The (PMP) and the Career Management Center (CMC) source hundreds of internships and full-time positions, provide personal advising and support, host mentoring and networking events, and conduct career panels and workshops. Even more positions in social impact organizations are sourced through a self-directed
The most helpful career resources in a job/internship search are:
1. Alumni Network
2. Career Services Staff
3. Career Center Job Postings

86% have been able to find a job or internship that to some degree fits with their values

n=24
PMP, demonstrates that Stanford University has the potential not only to inform academic theory but also to inspire the lives and practice of students, alumni, scholars, and the larger community to contribute to solutions that better the world. The center fosters innovative solutions to social problems by enhancing the leadership, management, and organizational capacity of individuals pursuing the creation of social and environmental value. As the student-facing arm of CSI, the PMP benefits from the vast community and boundary-spanning leadership offered by the annual Nonprofit Management Institute, CSI’s extensive podcast series, executive education courses, and more.

At the heart of the Stanford GSB education is learning built around the student—that is, calibrating the student’s curriculum and learning to his or her background, interests, and career aspirations. The school’s strategically small size as well as its continually evolving curriculum and teaching approaches additionally create a rich and dynamic environment for learning and cultivating ideas around social impact.

518 Memorial Way, Stanford University, Stanford, CA 94305, USA • Phone: +1 650-723-2766
http://www.gsb.stanford.edu/
Be the Solution
The Certificate of Advanced Study in Sustainable Enterprise

Increasingly, businesses and organizations are keenly aware of the significant risks and potential benefits associated with environmental and social challenges, necessitating a great demand for professionals who are skilled in sustainability issues and understand the economic, environmental, technical, and social dilemmas presented by phenomena such as climate change, volatile energy prices, and explosive growth in developing economies. The Certificate of Advanced Study in Sustainable Enterprise (CASSE) in the Whitman School of Management helps fill this need.

For more information, contact the Whitman School Graduate Programs Office at (315) 443-9315 or mbainfo@syr.edu.
While the Fox School of Business is incorporating new electives and some social and environmental discussions into core classes, the program continues to primarily focus on traditional business themes. Aside from a class on business ethics, the Fox School’s core curriculum does not explicitly include classes about social and environmental themes; however, many of these core classes do have a few lectures or readings that deal with these themes. For example, the core marketing class designates a full class period to exploring the interface between CSR and marketing. Additionally, in a student’s second year, there are often opportunities to select capstone projects that focus on social and environmental topics. These projects provide students with experiential learning. Past projects have included providing consulting services to nonprofits as well as for-profit ventures seeking to increase their sustainability practices.

Outside of the core curriculum, Fox offers electives in social entrepreneurship, environmental law, and other social and environmental topics. The program is also receptive to students creating independent studies to explore topics not offered as classes. Fox has a small group of faculty who are incorporating social and environmental themes into their classes and research, and these professors are supportive of new initiatives to incorporate such themes throughout the curriculum. There is opportunity for students and faculty to further grow this segment of the school’s program.

Through events hosted by Fox Net Impact, the Innovation & Entrepreneurship Institute, and Students for Responsible Business, Fox students are exposed to guest speakers and lectures with social and environmental topics. In addition, these organizations also host the annual Social Entrepreneurship Conference, which provides students with the opportunity to learn about community, regional, and national initiatives to change the world through business. This conference is also a meeting ground for students from Fox, other schools throughout Temple (including the design and engineering schools), and professionals from the region. Additionally, Temple has an office of sustainability that works to increase awareness of environmental impact on campus through various events.

Program’s strengths:
1. Social Entrepreneurship
2. Corporate Social & Environmental Responsibility
3. International Development

46% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
50% are satisfied with the number of courses offered that include social or environmental issues
STUDENT ACTIVITIES

Fox students are a close group of classmates who are very active in a core number of activities, ranging from the Student Association to Fox Net Impact to the Finance Club. As a small program, all students try to participate in and support all clubs. During the past year, Fox Net Impact hosted the 5th Annual Social Entrepreneurship Conference: The Impact of Design on Sustainable Business with nationally recognized keynote speakers Scott Hamlin and David Oakey and over 100 students and professionals in attendance. In addition to the conference, the chapter invited numerous speakers to discuss issues ranging from community development finance institutions to social entrepreneurship. Last year, Fox inaugurated a “Give a Hoot” community service volunteer event during orientation for new full-time students. This project, in conjunction with City Year, allowed students to help with a variety of service projects in North Philadelphia and attend a panel discussion of small and large businesses that incorporate some form of CSR into their business practices.

As Fox Net Impact is a relatively young chapter, great strides have been made in raising awareness of the organization on campus. Students within the full-time MBA program are aware of the chapter and many of them are actively involved in attending events and/or shaping the future agenda of Fox Net Impact. Fox Net Impact is now seeking to increase perceptions among other MBA populations as well as build alliances with other schools within Temple University. Additionally, the Fox Net Impact chapter is working to build collaboration among the other Net Impact chapters throughout the city.

Career services provides adequate assistance to students regarding internship and job possibilities. It has been a great supporter of Fox Net Impact activities that connect students with professional opportunities focusing on social and environmental themes. Additionally, Fox Net Impact is working with career services to develop more opportunities for corporate treks, speakers, and networking events for students interested in using business for social and environmental impact. While career services is supportive, there are no funds available for students who accept internships with nonprofits, and there is no loan forgiveness program for graduates who work in the nonprofit sector.

CAREER SERVICES & ALUMNI

Career services provides adequate assistance to students regarding internship and job possibilities. It has been a great supporter of Fox Net Impact activities that connect students with professional opportunities focusing on social and environmental themes. Additionally, Fox Net Impact is working with career services to develop more opportunities for corporate treks, speakers, and networking events for students interested in using business for social and environmental impact. While career services is supportive, there are no funds available for students who accept internships with nonprofits, and there is no loan forgiveness program for graduates who work in the nonprofit sector.

Prominent Alumni
Rob Lamendola (2009) - Mercury Solar Systems
Ken Rosso - Regional Sales Manager, Suntech Power

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Alumni Network
3. Career Center Job Postings

60% have been able to find a job or internship that to some degree fits with their values

ADMINISTRATIVE SUPPORT

The administration at Fox has been supportive of Fox Net Impact and its initiatives to grow awareness about social and environmental issues within the program. As social and environmental issues are integrated into the curriculum, this relationship will only continue to grow.
The Fox School of Business excels in providing students with hands-on experience in a business setting. The program also provides students with a well-rounded education that fosters integration and innovative thinking. With growing awareness among faculty, administration, and students regarding how business can impact social and environmental themes, more opportunities are being created. Students who are willing to roll up their sleeves and make change have ample opportunity to do so, and Fox Net Impact is a growing organization due to the drive of dedicated students. The small program size does mean that the number of students who have a keen interest in social and environmental themes is smaller than in larger schools. A small program, however, provides the opportunity for students to forge their own paths and make a true impact on the school and their fellow students.

Regarding the administration’s commitment to including social and environmental themes...

Regarding preparation for ethical and socially responsible leaders:

18% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
Under 10% strongly agree that all students are adequately prepared for socially responsible leadership

Reasons To Attend

in the curriculum, 52% say they are satisfied
in extracurricular activities, 50% say they are satisfied
n=50
The Fletcher School is the oldest graduate school of international affairs in the U.S. Its approach to business education reflects the dynamic nature of international business and equips its students with a mix of managerial acuity, diplomatic sensibility, and an in-depth understanding of how to work effectively in cross-cultural environments around the world.

Fletcher’s Master of International Business (MIB) program is a two-year hybrid MBA and International Relations degree program that prepares future leaders to work in the dynamic international business arena. The MIB program was founded in 2008. Each year, roughly 30 students from all over the world enroll in the MIB program. The first year’s curriculum focuses on building a strong foundation in quantitative international business skills and a broad understanding of the global political economy. The second year allows students to delve deeply into a course of study, such as International Public and NGO Management, Development Economics, Islamic Banking, and Private Sector Development in Emerging Markets. Students are required to demonstrate proficiency in a foreign language and must complete a Master’s thesis in order to graduate. Recent thesis topics include: “In Pursuit of the Triple Bottom Line: Economic, Social, and Environmental Commitment at Clif Bar, Stonyfield Farm, and Starbucks,” “Sub-Optimal Equilibriums in the Carbon Forestry Game: Why Bamboo Should Win but Will Not,” “The Changing Face of Microfinance in India,” and “Renewable Development: The Economics and Policies That Drive Wind Energy Development.”

The flexibility and interdisciplinary nature of Fletcher’s curriculum allow students to explore issues integral to businesses operating within an interconnected world. These issues include corporate governance, financial and fiscal law, human rights, environmental sustainability, and rule-of-law. In addition, students can customize and supplement their Fletcher education with classes from other graduate schools at Tufts, as well as courses at Harvard, MIT, and a number of international dual-degree and exchange programs.

Student life at Fletcher is vibrant, dynamic, and rooted in a strong sense of community. Fletcher students come from all over the world and have experience in public, private, and nonprofit sectors. Life at Fletcher is a time for immersion in students’ areas of interest. Besides classroom lessons, students will find a wealth of clubs, organizations, lectures, and research opportunities. Students not only explore particular areas of interest through these co-curricular activities, but they also engage with others who share similar interests and diverse ideas and perspectives. A small sample of the 48 student groups and clubs on campus include the Microfinance and Development Venture Capital Network, Fletcher Energy Consortium, Fletcher Political Risk Forum, Fletcher Women in Security, Fletcher Writers and Bloggers Group, International Business Club, International Negotiation and Conflict Resolution Club, the Newly Independent States of Eurasia Club, and of course, Fletcher Net Impact.
To succeed in the world today, business leaders need both traditional skills and modern knowledge to navigate the new paradigm. At The Fletcher School, our Master of International Business (MIB) degree is a hybrid business/international affairs program combining business acumen with rigorous interdisciplinary studies that deliver a depth of global knowledge. You will graduate well-equipped for the demands of daily business as well as the unique challenges of the complex international environment of the 21st century.

To succeed in the world today, business leaders need both traditional skills and modern knowledge to navigate the new paradigm. At The Fletcher School, our Master of International Business (MIB) degree is a hybrid business/international affairs program combining business acumen with rigorous interdisciplinary studies that deliver a depth of global knowledge. You will graduate well-equipped for the demands of daily business as well as the unique challenges of the complex international environment of the 21st century.


Welcome to the business degree for the 21st century.
Fletcher Net Impact has sponsored events including a conversation entitled “Capitalism, Corporate Social Responsibility, and Global Financial Crisis” with Steve Young, Founder and Global Executive Director of the Caux Round Table, and a career discussion with Nick Ellis, Managing Partner at Bright Green Talent.

Net Impact-related speaker events sponsored by the International Business Program include:

- Gareth Akerman, Chairman, Pick n’ Pay Holdings Ltd, South Africa, on “People, Planet, Profit: Doing Good is Good Business”
- Roger Berry, Specialist, Environmental Investments
- Wilford Welch, author of The Tactics of Hope: How Social Entrepreneurs are Changing Our World along with Iqbal Quadir, Founder and Director, Legatum Center for Development and Entrepreneurship, MIT & Founder of GrameenPhone
- Peter Ryan, Executive Vice President, Global Sales and Services for Sun Microsystems, on “Innovation, Global Communities, and Emerging Markets”

**CAREER SERVICES & ALUMNI**

Fletcher’s Office of Career Services (OCS) is an excellent and accessible resource for all Fletcher students. There are eight career counselors, each with a unique sector or regional specialization. The OCS hosts a robust database of alumni, cross referenced with fields and regions of interest, as well as employment history. This database is also updated daily with new job and internship opportunities at organizations worldwide. Fletcher’s Center for International Business contains an Office of Corporate Outreach that acts as a special liaison between corporate employers and students interested in careers in the private sector.

Beyond the terrific institutional support Fletcher provides, perhaps the most important component of the Fletcher career experience is the enthusiasm of alumni for current students. Each year the OCS organizes a two-day career trip in Washington, DC where current students meet and network with Fletcher alumni in a diverse range of professional pursuits. There are daily talks and conferences on campus that provide excellent networking opportunities for students. In addition, if there is a firm or a sector of particular interest, a student can always organize a lecture to bring leaders in that field to campus.

The OCS also provides funding for unpaid summer internships. Though the funding amounts vary from year to year, nearly all students who apply get funding. Graduates of Fletcher employed in public service-oriented jobs can also apply to a loan assistance program, which covers Fletcher-associated loans.

Additionally, Fletcher offers a course in international consultancy, which pairs groups of students with real-world clients to tackle challenging projects. One of these recent projects required a group of five students to develop a governmental relations strategy in China for one of the world’s largest pharmaceutical companies.

**ADMINISTRATIVE SUPPORT**

Fletcher is home to the Center for International Environment and Resource Policy, the Institute for Human Security, the Center for Emerging Market Enterprises, the Global Development and Environmental Institute, the Center for Human Rights and Conflict Resolution, and the International Development Program, all of which attract leaders in their respective fields and complement students’ education in the classroom.

These centers and programs work with students to organize global conferences on cutting-edge issues. For example, the Center for Emerging Market Enterprises and a group of MIB students organized a 2009 conference entitled “M-Banking 2009: Balancing Innovation and Regulation,” which focused on the burgeoning field of mobile phone banking. The conference was held in Nairobi, Kenya and brought together over 300 government, business, NGO, and academic leaders working on and interested in mobile banking. Students are also frequently recruited to work as researchers for the various centers’ ongoing research for clients around the world. Recent examples of research projects include Microfinance Savings and Savings Groups in Frontier Economies, Mobile Applications for Finance and Education, and Inclusive Commerce Regulation and Implementation in Emerging Markets.
Fletcher’s Master of International Business degree provides a unique opportunity for internationally minded students from all over the world to consider the complex issues that characterize the world today. While Fletcher’s 170+ course offerings allow a student to delve into nearly any issue facing the world, it has particularly strong faculty and coursework in a few key areas, including microfinance, energy, political risk, country branding, and international development.
The core curriculum at Tulane University’s Freeman School of Business is complemented with courses that provide students with a wider perspective on social and environmental issues. The leadership and ethics course concerns the ethical foundations of leadership in business and society. The new venture planning course has the objective of teaching students to apply the skills learned in their functional areas toward the goal of becoming an entrepreneur. The course in nonprofit accounting covers the specific principles that govern the reporting for nonprofit entities. The course of Environment, Society, and Capitalism offers students a strategic planning method which examines the challenge for corporations that want to maximize profitability and sustainable production.

Something unique is happening at Tulane in the aftermath of Hurricane Katrina. After the storm, many individuals and organizations began working creatively to turn adversity into opportunity. Tulane has been intensely involved in countless initiatives to transform a devastated community into a model of social entrepreneurship.

A school-wide social entrepreneurship initiative leads Tulane’s efforts to promote social innovation across the campus and beyond. The Special Office of Social Entrepreneurship’s main and most visible activities are the New Day Social Entrepreneurship Challenge, with a $20,000 prize for a social entrepreneurial venture, the New Day distinguished speaker series, the AshokaU Changemaker initiative, and the current search for the Sacks Endowed Distinguished Chair in Civic Engagement and Social Entrepreneurship.

The Tulane Entrepreneurs Association focused this year’s business plan competition on ventures that follow the principles of conscious capitalism. The Tulane AshokaU team is a unique partnership between Tulane and Ashoka which supports Tulane’s transformation into a model for higher education. The Center for Public Service reflects Tulane’s traditional and renewed sense of purpose within a city and region rising from devastation. It offers numerous opportunities to engage students with the community. The Community Action Council of Tulane University (CACTUS) is the oldest and largest stu-
If you are ready for the experience, and challenge -- it’s time to get to know Freeman.

It’s capitalism with a conscience -
Education at Freeman is a combination of real-world experience and the kind of learning that produces real results. We teach conscious capitalism, where bottom-line combines with real-world to lead to a better understanding of the impact of business decisions on communities, workers, and society.

It’s the style and substance -
From the $200,000 in fellowships to future entrepreneurs, to the $50,000 in prize money for the Business Plan Competition, you’ll find a lot of investment in the future at Tulane. Wall Street Journal cited New Orleans as one of the top entrepreneurial cities - and Tulane is at the center of the excitement.

It’s the attitude and experience -
At Freeman, entrepreneurship is integrated into every aspect of the program. Every MBA develops business plans, works with business owners, and learns a whole new set of skills for working with entrepreneurs or being one.

It’s the size and scope -
Tulane’s Freeman School offers one of the most intimate classroom experiences among all ranked MBA programs. At the same time, our network stretches around the globe. There are almost as many faculty as full-time MBA students. Nearly 800 students graduate from Freeman programs annually. Over 14,000 living alumni offer contacts and experience in a real world setting. Our small classrooms come with the latest in technologies bundled in a $50 million business complex.

For more information on entrepreneurship at Tulane
Contact: Lina Alfieri Stern  linaa@tulane.edu
dent-led community service organization in the country. CACTUS takes on major challenges in New Orleans by providing community assistance to a wide variety of individuals and organizations. The Payson Center for International Development of Tulane’s Law School combines academic degree programs with internships and project-related employment in Africa, Asia, and Latin America. The Cowen Institute has taken a leadership role in the process of transforming K-12 public education in the city.

The Freeman Career Management Center (CMC) is dedicated to maximizing career opportunities for both Freeman students and alumni. The center serves as a facilitator by providing career education programs and counseling that respond to the current market and help students develop and manage their careers. It serves as a liaison to the business community by developing employment and internship opportunities aligned with students’ objectives that foster long-term relationships among students, alumni, faculty, and recruiting organizations. Recognizing the increasing interest from students in social and environmental careers, the CMC has been increasing their involvement in searching for careers with a social and environmental focus. More importantly, Tulane’s recently re-opened Net Impact chapter has offered its members access to Net Impact’s career center, broadening career options.

Social and environmental education is supported and fostered from the top. The vision of Tulane’s president is for New Orleans to become a nationwide hub for social entrepreneurship. This leadership provides solid roots for all the schools and organizations at Tulane to integrate social and environmental principles in their regular activities. Driven by the top leadership’s vision and fueled by students’ passion for making an impact in the world, the administration is becoming increasingly aware that the new model of success requires a triple bottom line.

The Freeman MBA program’s strengths are in entrepreneurship, finance, and energy. In 2009, Freeman was ranked #4 in entrepreneurship by Entrepreneur magazine and the Princeton Review. With hands-on
programs in entrepreneurship, the Levy-Rosenblum Institute offers valuable support for students who want to strengthen their entrepreneurial skills. Burkenroad Reports, Freeman’s unique equity analyst program, provides an opportunity for students to perform analysis of private companies. A state-of-the-art trading center provides the tools for trading commodities and equities.

Freeman’s MBA also allows students to develop true international experience through the Global Leadership Module that combines four semesters of coursework with international excursions to Europe, Latin America, and China.

The Net Impact chapter seeks to leverage Tulane’s resources and build bridges with social and environmental initiatives. This will supplement Freeman MBA’s strengths with a new vision of a business leader’s role in making our world a better place.

Regarding preparation for ethical and socially responsible leaders:

- **33%** strongly agree that Net Impact members are **adequately prepared** for socially responsible leadership
- **30%** strongly agree that all students are **adequately prepared** for socially responsible leadership

n=134
The Eller MBA program gives students the opportunity to learn from researchers at the forefront of social and environmental issues, as well as avenues through which to apply that knowledge.

As one of the leading research institutes in the nation, the University of Arizona has long been at the forefront of environmental and social issues. The university’s location in the arid southwest has made a focus on sustainability and conservation integral to the continued existence of the institution. As a result, the University of Arizona is home to some of the nation’s top research institutes and academic departments in areas such as water conservation, solar energy generation, and global climate change. Through these programs, students in the 2009-2010 school year had access to over 150 courses addressing topics ranging from the economics of renewable energy generation to the impact of public policy on the environment.

Students at Eller have the opportunity to customize their MBA experience to fit their particular career path by taking advantage of the wide range of courses addressing social and environmental issues. In addition to having access to courses across campus, Eller MBA students have the opportunity to take courses in the business school from leading experts in the fields of energy economics and corporate social responsibility. For example, Dean Paul Portney is one of the most cited economists in the areas of CSR and environmental policy. He shares his knowledge and expertise with MBA students through his course on the economics of sustainable business practices and policy.

Eller MBA students also take a variety of core courses in the first year of the program that place a particular focus on the underlying ethics of business. These courses ingrain in students an understanding of the important role integrity plays in a professional career. As the college’s namesake Karl Eller puts it, “Integrity is all you’ve got.” Ethical issues are also incorporated into case studies that give students exposure to the challenges of upholding ethics and integrity in a competitive business environment.

In addition to coursework, the importance of integrity is passed on to Eller MBA students from guest speakers as part of the Eller Distinguished Speaker Series. Guest speakers in the past have included former EPA administrator William Riley, as well as CEO and President of EthicsPoint David Childers.

Finally, Eller MBA students have access to the world renowned McGuire Center for Entrepreneurship. Here, students can combine their knowledge of social and en-
The Eller MBA program provides students with various avenues through which to apply their knowledge, skills, and abilities in order to have a positive impact on society.

Every year, Eller Net Impact hosts a guest speaker panel designed to bring together experts from opposing sides of key issues of the day, such as corporate social responsibility or renewable energy. Eller students benefit from gaining an understanding of the pros and cons from both perspectives, as well as the opportunity to pose questions to the speakers. The panel is followed by a networking event in which Eller MBA students have the opportunity to interact and network with the guest speakers on a more personal level. These events have been very successful in providing real world perspectives on the hot button issues facing society and business.

Net Impact also partners with the Eller College Ethics Program to offer an annual symposium for local and regional business leaders focused on timely topics. The first of these, in August 2010, gathered a cross-section of stakeholders to discuss the legal, financial, and ethical dimensions involved in a homeowner’s strategic decision to default on his or her mortgage.

Outside of the MBA program, Eller Net Impact is focused on having a positive impact in the local community. Last year, Eller Net Impact teamed up with local nonprofits and financial institutions to host a financial literacy seminar for members of the South Tucson community. This event provided basic information about personal finance topics such as debt, balancing a checkbook, and making a budget. The event gave Eller MBA students an opportunity to leverage their financial acumen in order to help the less fortunate. The event was a tremendous success, and will continue to be an annual event hosted by Eller Net Impact.

In addition to Eller Net Impact, students in the Eller MBA program have the opportunity to join a variety of other student groups and organizations on campus that aim to address social and environmental issues. The Associated Students of the University of Arizona Sustainability program, or ASUA Sustainability, is one of the largest student run organizations of its kind. This organization plays an instrumental role in promoting campus greening initiatives and driving university administration to support sustainability projects and policy across campus.

Eller MBA students also have the opportunity to take on leadership positions at the SAGE Fund. The SAGE Fund is the largest student managed “campus green fee” in America. This fund was established to provide a financing mechanism through which to meet the sustainability and energy efficiency commitments of the university’s administration. For Eller MBA students, this is a great opportunity to apply the financial and managerial concepts gained from their MBA coursework.

Eller MBA students looking to enter careers with a social or environmental focus have a variety of resources at Eller. These resources primarily stem from access to research institutions. For example, for those students interested in a career in renewable energy, the Eller MBA has a close relationship with the Arizona Research Institute for Solar Energy (AzRISE). AzRISE is one of the leading solar energy research institutes in the country. Eller MBA students have the opportunity to take part in one of the many consulting projects offered through AzRISE, as well as the opportunity to pursue a summer internship with the company. In addition to AzRISE, Eller
MBA students interested in renewable energy also benefit from being in close proximity to some of the largest photovoltaic manufacturers in the world. Many Eller MBA students leverage the McGuire Center for Entrepreneurship as a career resource, choosing to launch their business plan created through the program. This program offers valuable resources and guidance to those who make this bold decision.

The greatest strength of the Eller MBA is its entrepreneurial nature, which is interwoven into all aspects of the program. Eller MBA students have the opportunity to access one of the leading entrepreneurship programs in the world, the McGuire Center for Entrepreneurship. Here students can learn from experienced entrepreneurs about the challenges of starting a new business venture, as well as some of the tricks to help minimize risk and ensure success. This serves as an avenue through which students can not only identify and analyze a problem faced by society, but also formulate a potential business solution to the problem.

Adding to the entrepreneurial experience of the program is the fact that Eller MBA students have the opportunity to structure their MBA experience and coursework to meet their particular needs. Students can select from a more traditional MBA track, or they can completely create their own course load. This allows Eller MBA students to take advantage of some of the leading research in social and environmental issues taking place in colleges and departments across the University of Arizona.

The leadership and administration at Eller are highly supportive of the Net Impact chapter at Eller. Eller Net Impact has two faculty advisors that provide institutional knowledge and help to facilitate the smooth transition of leadership from year to year. In addition to faculty advisors that work directly with Eller Net Impact, the chapter also benefits from the close-knit community of the Eller MBA program. The smaller size of the Eller MBA program facilitates close relationships among students, faculty, and administration in which all members are supportive of each other.

Regarding the administration’s commitment to including social and environmental themes... in the curriculum, 58% say they are satisfied

Regarding preparation for ethical and socially responsible leaders: 31% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

Under 10% strongly agree that all students are adequately prepared for socially responsible leadership

Patricia Ewanski (2008) - Energy Analyst, KEMA Consulting
Chris Brophy (2002) - VP of Environmental Compliance, MGM Mirage

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Events
3. Career Center Job Postings

43% have been able to find a job or internship that to some degree fits with their values

n=32
The Sauder MBA program is a leader in sustainability and business education. Sustainability is ingrained in the core curriculum, offered as a specialization, and included as an important component in most courses throughout the program.

The MBA Integrated Core curriculum includes a class on ethics, which covers topics in environmental sustainability, CSR, and corporate governance. Furthermore, the culminating final project of the core is a business plan, which requires a CSR component that is strategically linked to the proposal. Social and environmental awareness and action are encouraged throughout the core in multiple courses, not only ethics.

Sauder offers a specialization in sustainability and business, which includes eight courses that are specific to social and environmental responsibility: (1) Global Environmental Issues; (2) Sustainable Development and Business; (3) Environmental Economics, Management, and Technology; (4) Cost-Benefit Analysis; (5) Environmental Marketing; (6) Business Ethics; (7) Corporate Social Responsibility; and (8) The Role of International NGOs. This variety is designed to give students who are specializing in sustainability a comprehensive perspective. Students with other specializations are encouraged to take sustainability courses as electives.

Courses in the sustainability and business specialization include a mixture of lectures, case studies, research projects, and field trips. Professors guide students through the analyses of companies, determining the level to which the company’s strategies, operations, and finances are sustainable—socially, environmentally, and financially. The topics for large projects are usually open-ended so that students can invest their energy into their own interests and desired career paths. Past field trips have included a steel foundry, a solar panel manufacturer, and Toyota.

Sustainability professors have a variety of backgrounds that further enrich the sustainability curriculum. Many have worked as consultants to the mining and forestry industries in British Columbia, guiding companies in their efforts to become more environmentally responsible. All professors have completed extensive research in their fields, which include sustainable resource management, sustainability and globalization, environmental economics, and environmental marketing certification. One professor, Dr. James Tansey, has founded the Center for Sustainability and Social Innovation, which helps social enterprises develop and implement workable business plans.
Sauder’s Net Impact Chapter is the most active student club, engaging 90% of the class to participate in events. The 8th Annual Sauder MBA Net Conference and Career Fair took place on April 1, 2010 and featured a keynote address and two interactive panel discussions led by local sustainability experts. It was followed by a career fair where over 150 attendees from several universities networked with over 40 local businesses involved in sustainability, including Day4 Energy, Deloitte, TELUS, and Lululemon.

MBA Games sent a delegation of 38 MBA students to the MBA Games at Laval University in Quebec City. Twenty schools from all over Canada participated in the games. Sauder competed in “The Butterfly Effect,” an ethics competition geared towards initiating positive change on campus. For the competition, Sauder presented a recycling initiative at MBA House, the new MBA residence on campus. The initiative is aimed at improving the reuse and recycling rate of waste at MBA House, teaching students about the benefits of recycling, and working with local organizations to initiate a composting program. Sauder placed fifth in the competition.

Annually, Net Impact leads a two-part tour of LEED-certified buildings at the University of British Columbia (UBC) campus in Vancouver. Sustainable building practices are integrated directly into UBC’s Technical Guidelines, and UBC showcases a number of high-performance buildings, including the C.K. Choi Institute of Asian Research, UBC’s first green building.

The Humanitarian Council at Sauder strives to create an atmosphere conducive to the personal and professional development of its members. Its purpose is to provide members with the opportunity to develop as future leaders. Charitable events and activities organized by the Humanitarian Council are designed to complement the MBA program’s curriculum and to allow members to expand their professional and social network by developing professional relationships and friendships with people from all walks of life.

In addition, Net Impact hosts speaker events throughout the year to bring in professionals to discuss their businesses and opportunities in different areas of sustainability.

Net Impact members also engage in other projects, such as a research project for an NGO called OA Projects (http://oaprojects.org/), and an organization engaging Ugandan youth affected by war in soccer, with which two Net Impact members are currently working.

As shown, Net Impact has a high profile at Sauder. In 2008, it won Sauder’s “Best Club” award for the wealth of activities that it provides to students and staff alike to become more involved with sustainability.

### Activity of Net Impact compared to other clubs:

**One of the Most Active**

n=48

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
<th>94% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of the Most Active</td>
<td>40-60% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

### CAREER SERVICES & ALUMNI

Sauder’s MBA Program is one of a few in Canada that offers a specialization in sustainability and business. Therefore, the school has a strong reputation with employers as a leader in socially responsible business education, especially in Vancouver.

The career services center maintains an internal internship and job posting site, and approximately 15-20% of their listings relate to environmental and social responsibility. Sauder graduates are frequently hired by leading sustainability companies based in Vancouver, including Lululemon, Vancity Credit Union, and BC Hydro. Recent alumni have also taken management and consulting positions at two organizations, Offsetters and the Center for Sustainability and Social Innovation, which are spearheaded by a Sauder faculty member.

A three-month internship is built into the full-time prominent alumni:

Alexandre Hebert (2009) - Energy and Sustainability Manager, BC Institute of Technology
Bernice Paul (2009) - Sustainability Coordinator, BC Automobile Association
Colin O’Leary (2008) - Manager, Offsetters
Rebecca Pearson (2008) - Manager, Social Enterprise, Vancity Capital
Donovan Woollard (2007) - COO, Offsetters
Curriculum, and there are many resources available to locate one specific to social and environmental concerns in business and nonprofit organizations. First, previous internships are categorized by specialization, including sustainability, and all relevant information is readily available for students. Second, the Net Impact chapter organizes an annual career fair and conference to provide networking opportunities between employees and students. This event has facilitated several internship placements. If a student pursues a non- or low-paying internship, a MITACS research grant is usually available for up to CDN $7,500.

Classes in the sustainability specialization typically include site visits to renewable energy companies, which also foster career opportunities. The MBA Society and Dean’s Office have subsidized travel to Net Impact Conferences in the United States and Europe. Approximately 10-15 students attend these conferences each year, with about 50% of the cost covered by the university.

The most helpful career resources in a job/internship search are:

1. Career Center Job Postings
2. Net Impact Chapter Events
3. Career Center Events

46% have been able to find a job or internship that to some degree fits with their values

n=48

ADMINISTRATIVE SUPPORT

The Masters Programs Office of the Sauder School of Business demonstrates that it places value on the Net Impact chapter and its environmental and social sustainability principles by supporting sustainability initiatives. The staff has helped to provide meeting space for Net Impact meetings and secure conference space at a greatly reduced price. The admissions department takes applicants’ environmental and social leadership into account when assessing their applications.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 85% say they are satisfied
in extracurricular activities, 83% say they are satisfied
n=48

REASONS TO ATTEND

The Sauder MBA is a flagship program for sustainability and business which attracts many students committed to positive change. Social and environmental responsibility is highlighted throughout the curriculum, not only in specialized courses. There are multiple speaker events, career opportunities, and student activities geared toward sustainability, and these endeavors receive strong support from faculty, administration, career services, and alumni.

Regarding preparation for ethical and socially responsible leaders:

32% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
20% strongly agree that all students are adequately prepared for socially responsible leadership

n=48

Published by Net Impact • Content submitted by current students in spring 2010
The Haas School of Business at the University of California (UC), Berkeley offers courses in strategic CSR, nonprofit management, nonprofit consulting, alternative energy, healthcare, and socially responsible investing. Several of these courses include working for clients in the field, providing students with an amazing opportunity to work on consulting projects with large name corporations such as Dow Chemical, Wal-Mart, Levi Strauss, Women’s Sports Foundation, and Silicon Valley Social Venture Fund on social and environmental initiatives. In addition, Haas integrates these topics into its core courses by offering cases on nonprofits and social enterprises. Haas also offers dedicated speaker series where students can learn from alumni and current leaders across CSR, nonprofits, education, healthcare, and alternative energy.

In addition to its fantastic course offerings, Haas has a student greening initiative, a Board Fellows program, and strong support from the Center for Responsible Business and Center for Nonprofit and Public Leadership. Both Centers collaborate with Net Impact to offer speakers addressing the intersection of business and social and environmental issues. Haas is also fortunate to have a collaborative relationship with public policy students at UC Berkeley’s Goldman School.

Outside of Net Impact, Haas has distinct club offerings in the social and environmental space. Through other Haas student organizations, including the Berkeley Energy Resources Collaborative, the Global Social Venture Competition, Global Initiatives at Haas, the first student-managed Socially Responsible Investment Fund, and the dual-degree program in business and health management, Haas students have plenty of opportunities to delve into the fields of their choice. In addition, Berkeley offers a number of strong graduate programs in Energy & Resources (to study water conservation and clean tech management), Architecture (to study green buildings and become LEED accredited), and public policy (studying at the Goldman School of Public Policy).
**UNIVERSITY OF CALIFORNIA, BERKELEY, continued**

Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>Above Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% are satisfied with the number of extracurricular offerings around social or environmental issues</td>
</tr>
<tr>
<td>40-60% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

**CAREER SERVICES & ALUMNI**

Haas is known as one of the leaders in terms of socially responsible business, with its Center for Responsible Business and the Center for Nonprofit and Public Leadership. The centers maintain databases with key contacts that students may utilize for networking purposes. Net Impact also works with dedicated career service staff and the MBA-Nonprofit Connection to ensure that students have access to off-campus job postings. Net Impact helps to bring students networking opportunities and career treks to learn more about potential careers in social and environmental impact.

**Prominent Alumni**

<table>
<thead>
<tr>
<th>Jason Kibbey (2008)</th>
<th>Founder, PACT Apparel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Reder (2006)</td>
<td>Environmental Manager, eBay</td>
</tr>
<tr>
<td>Kristin Richmond (2006)</td>
<td>CEO, Revolution Foods</td>
</tr>
<tr>
<td>Priya Haji (2003)</td>
<td>CEO, World of Good</td>
</tr>
<tr>
<td>Paul Rice (1996)</td>
<td>President &amp; CEO, TransFair USA</td>
</tr>
</tbody>
</table>

The most helpful career resources in a job/internship search are:

1. Alumni network
2. Career Center Job Postings
3. Career Services Staff

90% have been able to find a job or internship that to some degree fits with their values

**ADMINISTRATIVE SUPPORT**

Haas admits a number of students interested in socially and environmentally responsible business, so there is a strong group of like-minded people at the school. The administration has also been supportive in granting resources and encouraging greening efforts.

Haas has a career services officer allocated to careers in social and environmental impact, as well as administrative support for increasing the number of courses available in these topic areas.

Regarding the administration’s commitment to including social and environmental themes...

| 86% say they are satisfied in the curriculum, |
| 86% say they are satisfied in extracurricular activities, |

**REASONS TO ATTEND**

Haas is a leader in the field of socially responsible business, not just because of the resources and networking opportunities that the Center for Responsible Business and the Center for Nonprofit and Public Leadership provide, but also because of the strong interest among MBA students and faculty in this field. Most of the student body at Haas is genuinely interested in making a positive impact on society throughout their careers. There are numerous professional opportunities for students to become engaged on consulting projects with high-level individuals at organizations from Fortune 500 companies to smaller environmental consulting firms. Haas also stands out for its established alumni based in sustainability positions. These alumni work for firms like Blu Skye, Gap, McKesson, Levi Strauss, eBay, PG&E, Chevron, SunPower, Adobe, Intel, and Peet’s Coffee & Tea.

About one fourth of all Haas students are members of...
Net Impact. It is the largest club on campus, thus illustrating a strong focus on social and environmental issues even within mainstream career interests.

### REASONS TO ATTEND, continued

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Strongly agree that Net Impact members are <strong>adequately prepared</strong> for socially responsible leadership</td>
</tr>
<tr>
<td>19%</td>
<td>Strongly agree that all students are <strong>adequately prepared</strong> for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=22
The UC Davis Graduate School of Management (GSM) recognizes the importance of environmental, social, and governance issues and works to integrate them into all aspects of the curriculum. Students work closely with a very responsive administration to ensure that the curriculum reflects student interests. Additionally, the GSM is proud to be an early adopter of the Principles for Responsible Management Education (PRME), a UN-sponsored framework for promoting corporate responsibility and sustainability in the classroom. As a result, one student stated, “We have triple bottom line ideas woven throughout our curriculum.”

This commitment to responsible management begins with core classes where lectures, case studies, and class discussions often include themes of environmental sustainability and social responsibility. The GSM offers a variety of elective courses including Social Entrepreneurship and Sustainable and Responsible Business that explore how business can create a positive impact. Additionally, electives are offered in Entrepreneurship, Management of Innovation, and Technology Management. Students often use class to consider how management practice pertains to environmental and social concerns. Davis Net Impact’s faculty advisor, Professor Brad Barber, is a strong advocate for integrating environmental, social and governance issues throughout the curriculum and serves as the director of the Center for Investor Welfare and Corporate Responsibility. In partnership with the Forum for Women Entrepreneurs and Executives, the GSM publishes an annual study that shows the low representation of women on the boards and in the executive suites of California’s largest public companies.

In addition to the classroom experience, the GSM offers many other opportunities for direct interaction with corporations and practicing managers. The Consulting Center, the Community Consulting Group, and the Wine Business Consultants offer for-credit consulting projects each year in which students gain hands-on consulting experience addressing projects such as the financial viability of fuel cell technology, marketing for a sustainable, fair-trade wine importer, or evaluating campus organic food solutions. The annual International Study Trip allows students to collaborate with organizations from a variety of industries abroad. GSM Centers of Excellence including the Center for Investor Welfare and Corporate Responsibility and the Center for Entrepreneurship facilitate interaction between classroom ideas and the real world of business. Additional Centers on the UC Davis campus, including the Energy Efficiency Center and the California Lighting Technology Center, provide students

Program’s strengths:
1. Energy & Clean Technology
2. Social Entrepreneurship
3. Corporate Social & Environmental Responsibility

70% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
33% are satisfied with the number of courses offered that include social or environmental issues
with hands-on opportunities in the burgeoning clean technology sector.

Outside of the GSM, students engage with the larger UC Davis community as well. Joint degree programs are available in law, engineering, and agricultural and resource economics. Students can take up to six units of courses outside the GSM to round out their degree. Finally, in collaboration with the John Muir Center for the Environment and the Campus Council for the Environment, GSM students are actively involved in advocating for campus environmental policy.

**STUDENT ACTIVITIES**

The GSM is home to a variety of programs for students interested in exploring how business can create social and environmental value. Since its inception in 1999, Davis Net Impact has been an agent of change by bringing together students from diverse backgrounds to impact the school and the larger community. In recognition of the club’s leadership and innovation, Davis Net Impact was named Small School Chapter of the Year in 2006, Trailblazer Chapter of the Year in 2007, and a Net Impact Gold Chapter in 2008 and 2009.

Net Impact is the largest and most active club at the GSM. During orientation, it hosts a two-day retreat for new and returning students to generate enthusiasm for the club’s activities and provide networking opportunities.

Through the regional panel discussions, Day on the Job site visits, and a sustainable housing discussion, students learn from leaders in established organizations who are successfully addressing social and environmental problems. The Board Fellows program allows students to sit on the boards of local nonprofits for one-year terms to contribute their skills to a specific business problem.

Recent activities and accomplishments include:

- Hosting regional panel discussion titled, “Economic and Regulatory Realities of Greenhouse Gas Reduction”
- Mentoring the new CSU Chico Net Impact chapter
- Successfully advocating for the widespread adoption of zero-waste events, compost bins in the student lounge, and school-wide double sided printing

Several other programs at the GSM address responsible business practices. Challenge for Charity supports the Boys and Girls Club of Sacramento and the Special Olympics. By organizing student volunteers and raising money through an annual wine benefit, the club mobilizes GSM students in support of community service and philanthropy. The Community Consulting Group provides area nonprofits with highly skilled MBA consulting teams while giving participating students the experience of sharing their abilities with worthy organizations. The Women in Leadership club fosters development of future women leaders and publishes an annual report examining the gender gap in leadership of California businesses. Finally, the Big Bang! Business Plan Competition, run entirely by GSM students, teams students with campus researchers whose emerging technologies often relate to sustainability and energy efficiency. In short, the GSM provides a multitude of options for pursuing social and environmental issues in addition to a respected and influential Net Impact chapter.

**Activity of Net Impact compared to other clubs:**

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
<th>93% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of the Most Active</td>
<td>40-60% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
<tr>
<td>n=30</td>
<td></td>
</tr>
</tbody>
</table>

**CAREER SERVICES & ALUMNI**

Incoming students will find a growing number of resources to help prepare for a career in responsible management from the GSM’s career services team and Net Impact’s career development arm. The career services team works to bring diverse opportunities to the student body, including corporate responsibility positions at the California Public Employees Retirement System (CalPERS) and the California State Teachers Retirement System (CalSTRS). Students can also access career opportunities through the Energy Efficiency Center, which
is directed by a Davis Net Impact alumnus.

In recent years, the club has partnered with the career services team to sponsor a visit with More than Money author Mark Albion, small group “Career Destiny Plan” discussion groups, and a “Destiny Plan” workshop. This series of events launched an innovative partnership between Davis Net Impact and career services aimed at using higher level destiny questions to identify career goals and inform the career search. The “Destiny Plan” discussion is slated to become a part of the Net Impact orientation retreat.

The Davis Net Impact Career Development team has actively engaged with the student body to develop relevant events. This process included a thorough survey of the student body to determine specific interests and needs.

The club hosts Day on the Job events which allow current students to visit workplaces and learn about the company and its daily operations. Past visits have included the Institute at the Golden Gate, Bonterra Vineyard, Cisco Systems, and the Orchard Garden Hotel. There are also many opportunities to meet local businesses and business leaders through career fairs and events on campus. Additionally, the Nonprofit Fellowship Fund encourages students who take paid internships to support those who choose to pursue unpaid internships in the nonprofit sector.

The GSM administration is not only supportive and encouraging of Net Impact’s goals, but is a leader in its own right in advocating for higher standards of environmental and social education in business schools. Recognizing that incoming students are interested in these themes, Davis Net Impact is featured in key outreach events such as a financial responsibility and regulation presentation during Admit Day and a very popular weekend retreat during fall orientation.

The administration is incredibly encouraging of Net Impact’s goals. In 2008, former Dean Nicole Woolsey Biggart received the Aspen Institute’s Faculty Pioneer Award for Institutional Impact. She has led the program to sign on as one of the early adopters of PRME. By joining this UN Global Compact, the GSM was one of the first business schools to pledge incorporating environmental and social responsibility into courses. “The administration of both the university and the GSM are highly committed to supporting environmental change and infusing social and environmental themes throughout the program,” a student says. While the GSM is a small program, it continues to be recognized for excellence in business responsibility and ethics.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 50% say they are satisfied
in extracurricular activities, 70% say they are satisfied

n=30

The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Career Services Staff
3. Net Impact Chapter Events

66% have been able to find a job or internship that to some degree fits with their values

n=30

REASONS TO ATTEND

The UC Davis Graduate School of Management not only offers a world-class education, an active and friendly student body, and quality networking opportunities, but also the ability to influence, shape, and active-
ly improve the GSM community. One advantage of the school’s small size is the impact students have in adapting and innovating the program with each class of MBA candidates.

Incoming students can also take advantage of the school’s ties to the larger UC Davis campus and its location in the city of Davis, which one student says is “a perfect location for accessing the field of clean energy and clean tech.” UC Davis has many resources for socially and environmentally-minded students, including the John Muir Institute of the Environment and the Campus Center for the Environment. Incoming students will have the chance to live in a city famous for its bike-friendly layout, year-round farmers markets, and abundant trees. In addition, Davis is close to Sacramento (the state capital), San Francisco, Lake Tahoe, and Napa Valley.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
<td></td>
</tr>
<tr>
<td>25% strongly agree that all students are adequately prepared for socially responsible leadership</td>
<td></td>
</tr>
</tbody>
</table>

n=30

One Shields Avenue, Davis, CA 95616, USA • Phone: +1 530-752-7658 • Email: admissions@gsm.ucdavis.edu
http://www.gsm.ucdavis.edu/
The Paul Merage School of Business at the University of California, Irvine incorporates aspects of both business ethics and CSR into its core curriculum. These themes are also covered by elective offerings, such as Corporate Social Responsibility, Nonprofit Management, and Business and Government (a core class). All core and elective courses contain real-world assignments that create opportunities for MBA students to work with nonprofit organizations and socially responsible companies. In a past project, students were given the chance to develop a marketing plan for a local environmental company and an operations management efficiency report for a local environmentally sustainable bottling company.

Many of these opportunities to work with nonprofits or CSR initiatives are presented through the school's Center for Leadership and Team Development. The club faculty advisor was the previous dean of the business school and is actively involved in the growth and scope of the Merage Net Impact chapter. The current assistant dean is also very supportive of Net Impact's efforts and encourages other faculty to be involved. The Merage School also has several professors who specialize in CSR and social entrepreneurship.

Dual-degree programs include an MD/MBA program and a 3/2 undergraduate program. There are also plans for a JD/MBA program in the future. Overall, the dual-degree students are very active in campus organizations, including Net Impact.

Since the beginning of the Merage Net Impact chapter in 2005, the club has continued to gain rapid support from both full-time and part-time students, as well as faculty and community members. The chapter is currently developing a community leader advisory board to integrate the club's members into the Orange County community. Students are collaborating with local nonprofits to provide consulting on different areas such as finance and marketing. Another strategy to expand the participation and value of the chapter is to become more involved with other Net Impact chapters in Southern California, both student and professional. Merage Net Impact often participates in joint activities with other organizations on campus that contribute to the community by fundraising and bringing together students with shared interests.

Recently, Merage Net Impact organized a speaker panel with senior executives from various Fortune 500 companies. The speakers provided key insights about their companies’ social impact, including internal initiatives and external CSR initiatives. The event also helped interested candidates network with socially responsible companies to find career opportunities in their areas of interest.

Career services is very supportive of and helpful to students seeking work in CSR-related internships and careers. The job search website offers many such opportunities. Additionally, one of the career counsel-
ors specializes in nonprofit management careers. The dean himself is very involved in the local community and fosters relationships with many nonprofits in Orange County. Many networking opportunities are also available through company information sessions, mixers, and distinguished speaker series.

The Merage School administration largely supports Net Impact and its growth. The assistant dean encouraged the formation of the club in 2005 and continues to help increase the awareness and interest of the club to all students. He supports and encourages students to attend the yearly conference held by Net Impact and realizes the importance of being a member of a national organization.

The school has begun work on creating a career path for nonprofit management with classes on social enterprise (in both nonprofit and for-profit organizations) alongside social responsibility.

The Merage School's program is an intimate one: the faculty and students help to create a collaborative learning environment. Being a close-knit community, there is easy access to the program office and student-driven initiatives are encouraged and supported. The faculty and staff believe in their motto, “Be the change you want to see in the world.”

The program is also on the cutting-edge of innovation in business, particularly where environmental, social, and corporate accountability issues are concerned. UC Irvine’s business plan competition creates many socially and environmentally progressive products that are unprompted by Net Impact, which leaves a large potential for on-campus presence outside of the business school. The Merage Net Impact chapter is poised for growth in the immediate future. Overall, there are many opportunities in environmental sustainability and CSR at UC Irvine’s Paul Merage School of Business.

---

**Prominent Alumni**

- **Eve Barker (2006)** - President, Barker Consulting
- **Sarah Hine (2005)** - CEO, PharmaSecure
- **Jon Masciana (2006)** - Director, The Fully Employed MBA, Irvine
- **Wendy Yamagishi (2001)** - Director of Community Relations, Anaheim Ducks & Honda Center

**Administrative Support**

**Reasons to Attend**

350 SB, Irvine, CA 92697, USA • Phone: +1 949-824-6855 • Email: mba@merage.uci.edu

http://www.merage.uci.edu
The curriculum at UCLA Anderson is very entrepreneurially focused and can be applied to any industry, including those related to Net Impact. While the core curriculum is limited in social and environmental case-work, many professors are personally involved in these issues and are able to tie the themes back into this realm. Additionally, there are some electives that focus on these issues, but they are more focused on environmental sustainability than on social issues. There is an entire certification program called Leaders in Sustainability that can be obtained in conjunction with Anderson classes. These offerings are fairly diverse and easily accessed, though improvements are still being made in terms of socially focused curriculum. Thankfully, UCLA is a large university and Anderson students are permitted to take several courses in other graduate schools which provides an opportunity to learn more about social issues if one so chooses.

Program’s strengths:
1. Social Entrepreneurship
2. Energy & Clean Technology
3. Social Finance, Microfinance

55% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
70% are satisfied with the number of courses offered that include social or environmental issues

Net Impact offers a diverse spread of student activities, most notably the Net Impact Consulting Challenge and career nights, though panel series are growing in popularity and provide an excellent opportunity to network with like-minded students and professionals. There is also a strong effort to make Anderson a green campus and there are dedicated positions for both first and second year students on the Net Impact board and on the Anderson Student Association board. Anderson is also in the process of developing a Board Fellows program; this year it has been in the planning stages, but is planning to launch in fall of 2010 with actual placements.

There are also some efforts to integrate more Net Impact themes into the curriculum, but this is a slow process as curriculum change at Anderson takes 2-3 years from conception to implementation. Overall, however, Anderson students are very interested in and supportive of Net Impact’s offerings, and many unexpected students are interested in Net Impact-related careers. There is a lot of flexibility within the club’s programming each year and with that, many opportunities to plan unique and interesting events. Anderson is a great place for a self-motivated person who wants an opportunity to create social impact within his or her business school.
Several socially and environmentally-focused companies recruit for employees and interns on campus. Many students find employment this way, though the majority of students interested in these roles end up finding employment through the connections and support system that is developed while attending Anderson. The career center is very useful for career-switchers or students coming from non-traditional backgrounds to develop a resume and pitch that tie together one’s background and aspirations with the value he or she brings as an MBA. There is an incredibly helpful counselor in the career center assigned to people targeting careers in corporate social responsibility, though any counselor will happily meet with students on this career path.

There is also a fund available (The Haskamp Fund) for students looking to intern in the social and environmental industries, especially if these internships are unpaid or low-paid. At this time, there is no loan forgiveness for students working in the nonprofit or public sector, but there is an emphasis on finding companies or positions in those sectors with fair compensation.

### Prominent Alumni

- Emily Ellis Cichy (2008) - Corporate Responsibility, Walt Disney Studios
- Nurit Katz (2008) - Sustainability Coordinator, UCLA Sustainable Resource Center
- Julie Lacoutoure (2006) - Deputy Director, DonorsChoose.org
- Scott Feldman (2004) - Program Manager, Grameen Foundation
- Gregory McGinity (2002) - Senior Director of Policy, The Broad Foundation

### The most helpful career resources in a job/internship search are:

1. Net Impact Chapter Events
2. Alumni Network
3. Career Services Staff

94% have been able to find a job or internship that to some degree fits with their values

### Administrative Support

Administration is generally supportive of new ideas to improve the quality of campus activities that relate to Net Impact; also, there seems to be a fair number of admitted students with social and environmental interests, which suggests that admissions may place value on such interests. Administration is very supportive of student initiatives like recycling or changing operations in certain areas to reduce waste or conserve resources. They are also very helpful when it comes to planning events related to Net Impact. Outside of these functions, however, there is little interaction between students and administration.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 65% say they are satisfied
in extracurricular activities, 65% say they are satisfied

### Reasons to Attend

Anderson is an incredibly supportive and entrepreneurial program that invites students to incorporate their passion into their career. Because of the high quality of supportive students, there is an astounding level of coordination among students to create exciting ventures and innovative solutions for existing problems. There is
also a strong emphasis on being a “green” campus, which begets many opportunities to learn about sustainability and participate in similar activities. There is very little red tape at UCLA and students are encouraged to take initiative in every aspect of student life. This provides a dynamic atmosphere for students interested in social and environmental issues.

Regarding preparation for ethical and socially responsible leaders:

- **58%** strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- **Under 10%** strongly agree that all students are adequately prepared for socially responsible leadership
The School of International Relations and Pacific Studies (IR/PS) is the University of California’s only professional school of international relations and the only such program in the U.S. focused on Asia and the Americas. Founded in the mid-1980’s, IR/PS was recently ranked in the top 10 schools for foreign affairs.

The mission of IR/PS is to train leaders, create ideas, and support networks to build a Pacific community. This is achieved through a curriculum that blends the best of three professional school traditions – international relations, public policy, and management.

The core curriculum at IR/PS includes accounting, finance, managerial economics, international politics and security, and policy making processes. The first three courses are traditional business courses; the last two courses teach students to evaluate and predict the behavior of actors given certain incentives and organizational structures. Combined, these classes give students the skills to critique and develop policies and structures while keeping an eye on the maximization of an organization’s goals, whether they are profit or outcome related.

IR/PS is well-suited for students interested in pursuing graduate training in CSR, nonprofit management, or environmental policy. Students interested in corporate social responsibility take classes offered by Peter Goure-vitch, Founding Dean of IR/PS. Students may enroll in his classes on CSR or corporate governance.

For students interested in environmental issues, Professors Joshua Graff Zivin, David Victor, and Junjie Zhang direct the IR/PS curriculum on international environmental policy. Professor Graff Zivin focuses on environment, health, and international development. Professor Victor is a Director at the Laboratory on International Law and Regulation (ILAR), the new IR/PS research center. Within ILAR, Professor Victor conducts research on: energy resources, technological innovation, global forest policy, global warming, genetic engineering of food crops, and geoengineering. Professor Zhang specializes in environmental policy, natural resource economics, and sustainable development. This concentration provides IR/PS students with rigorous quantitative training including required courses in cost benefit analysis, international environmental policy, and applied environmental economics.

Finally, for those interested in international development, IR/PS emphasizes applied program evaluation. Professor Craig McIntosh conducts research on how to boost quality of life indicators among the poor, as well as the long-term viability of Fair Trade markets. His courses include topics on microfinance, advanced regression analysis, and running field experiments. Similarly, Professor Edmund Malesky’s research offers an introduction to regression analysis and program evaluation courses. All of these classes focus on how to collect and use data to determine the effectiveness of a program or policy intervention.

In addition to IR/PS coursework, students also may acquire additional training in other UCSD departments, including the Scripps Institute of Oceanography, and the Rady School of Management, Economics, and Urban Planning.
There are numerous clubs and activities that are geared toward students who are interested in using business for social and environmental impact. For example, the Net Impact UCSD Chapter alone held the following key events during the past year:

- During the first week of classes, the chapter held a student rally to promote sustainability on campus by encouraging students to sign personal pledges to reduce their carbon footprint. For pledging, students received energy-saving compact fluorescent light bulbs.
- With support from the IR/PS career services unit and the UCSD Sustainable Solutions Institute, Net Impact leadership launched the Environmental Policy and Business Forum (EPBF). The EPBF is an educational/networking program with quarterly events providing the latest regional, national, and international insights on environmental public policy, featuring speakers from academia and industry.
- The chapter has successfully institutionalized its Board Fellows program. As of fall 2009, Net Impact has paired five IR/PS students with the boards of five local nonprofit organizations. The chapter is pleased to announce that it expects this number to grow in the coming months, as other local nonprofits are expressing interest in the program.
- The chapter is currently planning a UCSD sustainability tour, showcasing the campus’ innovative approach to environmental responsibility. The event will be open to all Net Impact chapters in San Diego.
- In addition to Net Impact, there are many other IR/PS student organizations that provide opportunities to enhance one’s environmental or social impact. For example, students can get involved with the Development Club, the Environment Society, the Baja Project (which employs sustainable development strategies to help the community of El Barril) or Strategic Community Consulting (which provides research and consulting to local nonprofits). In addition to classes on environmental and social issues, the student clubs make sure that sustainable values are integrated into school life. For example, Net Impact was able to institute a discount for double-sided printing to incentivize a reduction in paper use. The chapter also displays Net Impact branded signs in classrooms and around the school promoting energy efficiency and environmental awareness. Students are generally receptive to Net Impact events and awareness campaigns, though there is always room for improvement.

Because IR/PS offers career tracks in international environmental policy, international development, and nonprofit management, the IR/PS Career Services staff has tailored their offerings to meet the needs of students pursuing careers in these sectors. For example, they organize themed networking events with CleanTech, nonprofit organizations, and alumni working in those fields. Also, the IR/PS Career Services office provides funding for students to attend professional development conferences. In addition, the staff helps students coordinate career treks to Washington, D.C. and San Francisco, CA, where students visit both private and nonprofit organizations. Finally, thanks to generous donors, the IR/PS Career Services office is able to offer the largest amount of internship funding (approximately $100,000 per year) out of all our peer schools. Each year, this supports about 50 students who participate in summer internships with nonprofits.

In addition to career services, the faculty members in the environmental and nonprofit management areas have contacts in the field and can help with networking. Students who are interested in environmental careers can also take advantage of classes and faculty at the top ranked Scripps Institute of Oceanography. Furthermore, IR/PS has a strong alumni network in the nonprofit, environmental, CSR, and international development sectors, as evidenced by the examples below.

Finally, the student clubs such as Net Impact, the Environment Society, the Development Club, Strategic Community Consulting, and the Baja Project provide students with opportunities to network, learn from professionals, and gain practical skills in socially and environmentally focused fields. Overall, the exposure to a diverse network of students and alumni, along with the targeted events put on by career services, allow students to make a social impact in either the private, public, or nonprofit sectors.

**Prominent Alumni**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title / Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Buchsbaum (1997)</td>
<td>Senior Program Manager, Bill and Melinda Gates Foundation</td>
</tr>
<tr>
<td>Deborah Reyes (1992)</td>
<td>Director of Development, AES Wind Generation</td>
</tr>
<tr>
<td>Mark Spalding (1992)</td>
<td>President, The Ocean Foundation</td>
</tr>
</tbody>
</table>
**Administrative Support**

The IR/PS administration supports the Net Impact chapter with its social and environmental initiatives. For example, when the Net Impact chapter held a sustainability contest, the school implemented the winning idea. Also, when the Net Impact chapter proposed holding a sustainability rally, the student affairs office funded the purchase of re-usable coffee mugs to hand out to participants. The Net Impact chapter also received a $20,000 seed grant from the university to implement a Sustainability Walk on campus. The IR/PS administration also helps other environmentally and socially conscious student clubs such as the Environment Society, the Development Club, and Strategic Community Consulting. With the support of the IR/PS faculty and staff, these groups organize activities for students who are interested in environmental and social issues, facilitate discussions about current issues, and create student opportunities to interact with professors and professionals working in the field.

IR/PS is fully committed to meeting Master of Pacific International Affairs (MPIA) students’ academic, professional, and personal goals. The school values students’ dedication and feedback, and looks forward to its continued partnership toward developing an environmentally supportive and socially innovative community. In fact, IR/PS specifically seeks to admit qualified applicants with professional goals that involve the environment, public policy, or international development.

**Reasons to Attend**

In summary, the School of International Relations and Pacific Studies’ MPIA is a two-year, full-time professional degree specializing in business, politics, and economics in the Pacific region. The program’s elective coursework allows for flexibility, balancing today’s diversity of career options with individual background and interests. As such, students can tailor the degree to include social and environmental themes by specializing in any of the following career tracks: International Management; International Politics; International Development and Nonprofit Management; International Environmental Policy; and International Economics. IR/PS trains successful professionals to operate in a global context by providing students with a strong understanding of how management, public policy, and international interactions shape strategic decision-making. Courses offered at IR/PS are designed to foster interdisciplinary understanding with special attention to the Pacific region (the Americas and Asia). Because of the multidisciplinary nature of IR/PS, it is very well suited for students who are interested in using business to make a social or environmental impact.

The program is well regarded nationally as it was recently ranked in the top ten for foreign affairs. The faculty is internationally renowned in many sectors and the faculty-led research centers and programs conduct innovative research, host visiting scholars and experts, and add depth to the academic programs. By combining theoretical concepts and practical hard skills, IR/PS’s progressive curriculum and diverse faculty teach students how to use this knowledge to find applied solutions to social and environmental issues. While it is indeed a rigorous academic program that prepares the changemakers of tomorrow, students will be pleased to find that IR/PS still retains San Diego’s characteristically relaxed atmosphere.
Unlike many other MBA programs, the University of Chicago Booth School of Business does not have a prescribed core curriculum. There is no formal program to integrate social and environmental themes into basic business courses, but cases and group projects often deal with these issues on an ad hoc basis. The business school currently has an elective on social entrepreneurship that focuses on issues of social impact in business. This increasingly popular class is team-taught in a combination lab and lecture style and features a client project for a local social entrepreneur. Another elective course associated with the school’s annual business plan competition (New Venture Challenge) draws a number of social entrepreneurship projects. Similarly, there are several hands-on “lab” courses, such as the New Venture Lab, in which students help real-world organizations tackle business challenges. These courses facilitate projects with socially-minded organizations, some of which are nonprofit organizations.

For students interested in international development, global business, and social policies, the business school offers a number of international economic policy courses, an International MBA program, and a large study abroad program. Finance and Entrepreneurship in Emerging Markets, for example, focuses on the growth potential and specific uncertainties characterized by these markets.

One advantage of the school’s flexible curriculum is that students may take up to six electives outside of the business school. For students interested in social and environmental issues, the university’s Harris School of Public Policy and School of Social Service Administration (SSA) offer many applicable courses. Some students pursue a combined MPP/MBA or MA/MBA degree, while others simply take classes at the Harris School or at SSA to augment their business curriculum. Possible areas of study include environmental, health, and education policy, poverty and inequality, and international development.

There is no formal social or environmental concentration or certificate available at this time. However, one student recently remarked that “the school is adapting the curriculum towards students’ social impact interests and is supportive of extracurricular activities within the Net Impact arena.” As a result of collaboration driven by the Chicago Booth Net Impact Chapter, a class called Innovation in Energy Markets & Opportunities in Renewable Energy was introduced for the 2008-2009 academic year and a clean-tech lab class will be added this fall. If you are a change-maker, there are great opportunities to get involved at this level!

Program’s strengths:
1. Social Entrepreneurship
2. Energy & Clean Technology
3. Social Finance, Microfinance

26% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
22% are satisfied with the number of courses offered that include social or environmental issues

Chapter leaders: Dena Koren (dkoren@chicagobooth.edu); Stephanie Sud (ssud@chicagobooth.edu)

For students interested in international development, global business, and social policies, the business school offers a number of international economic policy courses, an International MBA program, and a large study abroad program. Finance and Entrepreneurship in Emerging Markets, for example, focuses on the growth potential and specific uncertainties characterized by these markets.

One advantage of the school’s flexible curriculum is that students may take up to six electives outside of the business school. For students interested in social and environmental issues, the university’s Harris School of Public Policy and School of Social Service Administration (SSA) offer many applicable courses. Some students pursue a combined MPP/MBA or MA/MBA degree, while others simply take classes at the Harris School or at SSA to augment their business curriculum. Possible areas of study include environmental, health, and education policy, poverty and inequality, and international development.

There is no formal social or environmental concentration or certificate available at this time. However, one student recently remarked that “the school is adapting the curriculum towards students’ social impact interests and is supportive of extracurricular activities within the Net Impact arena.” As a result of collaboration driven by the Chicago Booth Net Impact Chapter, a class called Innovation in Energy Markets & Opportunities in Renewable Energy was introduced for the 2008-2009 academic year and a clean-tech lab class will be added this fall. If you are a change-maker, there are great opportunities to get involved at this level!

Program’s strengths:
1. Social Entrepreneurship
2. Energy & Clean Technology
3. Social Finance, Microfinance

26% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
22% are satisfied with the number of courses offered that include social or environmental issues

Chapter leaders: Dena Koren (dkoren@chicagobooth.edu); Stephanie Sud (ssud@chicagobooth.edu)
Chicago Booth’s full-time program supports an incredibly vibrant student life focused around professional student groups and cultural or extracurricular student interest clubs.

Since its inception eight years ago, Booth Net Impact—Booth’s professional student group focused on careers in social impact—has continued to develop within the Booth community. In the past year, the chapter organized its second annual Net Impact Conference, as well as its second spring break consulting trip to New Orleans in collaboration with Idea Village. On a regular basis, Booth Net Impact organizes lunch lectures by social entrepreneurs as well as social events for the chapter membership. This coming year, the chapter will be focused on expanding career-focused opportunities and resources through the creation of industry, or function-specific professional development tracks, enhanced programming with corporate/nonprofit partners, and greater collaboration with the career services office and alumni.

Some of the initiatives already in place include the Net Impact Board Fellows and Chicago Public Schools consulting programs. These programs give students the opportunity to put their business skills to work by assisting local nonprofits and schools and provide them with nonprofit management and governance experience. Other student groups at Booth also offer students with experience in tackling business problems for social enterprise. Business Solutions Group organizes consulting projects for businesses and nonprofits in the Chicago area, while Chicago Global Citizens offers consulting projects for organizations in emerging markets.

As mentioned above, Booth Net Impact hosted a speaker series this past year, bringing talented professionals from well-known organizations to speak to the student body. This year’s speaker series included representatives from Pacific Gas & Electric, The New Teacher Project, The Civic Consulting Alliance, and The Mind Trust. In spring 2010, Chicago Booth Net Impact also hosted its second conference. Speakers from Zipcar, I-Go, M&T Bank, Boeing, and ROI Ventures addressed the conference theme Beyond the Profit Debate: Organizational Structures for Social Impact by discussing how they integrate social impact into their business model, company structure, and company culture.

The number of students at Booth concerned with social and environmental issues is increasing steadily, and Booth Net Impact views the upcoming year as an opportunity to capture new interest, strengthen ties between current members, and better serve the membership’s professional ambitions. Overall, Net Impact at Booth is experiencing strong growth and predicts an active and fun year ahead.

74% are satisfied with the number of extracurricular offerings around social or environmental issues
20-40% of the student body is involved in extracurricular activities related to social or environmental issues

Booth’s Career Services Department organizes substantial career development programming and provides weekly job postings and on-campus recruiting for students interested in working in non-traditional sectors that prioritize social and/or environmental issues.

Over 200 postings for full-time positions or summer internships at nonprofit organizations or government agencies were posted during the 2009-2010 school year through Booth’s Career Services office. In addition, the school’s Industry Immersion event for incoming students included a panel on careers in nonprofits and corporate social responsibility for the second time this past year. The new On Time/On Target series of workshops for students seeking nontraditional MBA careers includes sessions specifically devoted to students planning to work for nonprofit organizations or in CSR. Students also have access to an extensive online community directory, which allows them to search for alumni using numerous criteria, such as industry, area of expertise, club involvement, professional and personal interests, and volunteer activities.

The Polsky Center for Entrepreneurship offers a social entrepreneurship summer internship program, which gives students the opportunity to work for a company with a social mission, a startup, or small business during the summer between their first and second years.
The University of Chicago Booth School of Business is widely recognized as an incubator of original thought, having revolutionized the teaching of such business foundations as finance and economics. This rigorous grounding provides meaningful training for managing any type of for-profit or nonprofit enterprise. Chicago Booth graduates are independent thinkers who work with analytical rigor and lead with all stakeholders in mind. In addition, Booth’s flexible curriculum and focus on experiential learning offer students the freedom to dive deeply into topics of interest and apply what they’ve learned in the classroom to real-life business problems. Through lab courses, club-sponsored consulting projects, the Board Fellows program, and frequent visits from social entrepreneurs, members of the Chicago Booth community strengthen their management expertise while having an impact on social and environmental problems.

The most helpful career resources in a job/internship search are:
1. Career Center Job Postings
2. Career Services Staff
3. Career Center Events

62% have been able to find a job or internship that to some degree fits with their values

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 26% say they are satisfied
in extracurricular activities, 44% say they are satisfied

Reasons To Attend

The administration at Booth is always interested in supporting and encouraging speakers and activities that enhance students’ business education in diverse subject areas, including corporate social responsibility and sustainability.

While faculty members are given significant leeway in determining course content, the administration requires evidence of extensive student interest in any topic before efforts will be made to broaden the curriculum to incorporate new subject areas or industries. This makes for an exciting environment for Net Impact members to play a crucial role in defining the path of the school’s social and environmental curriculum.

The admissions office is increasing its outreach to students interested in social impact. It has recognized the growing number of applicants from this specific area that would be valuable additions to the Booth community. Emphasizing talents in this area will likely enhance an applicant’s file, although applicants still need to clearly articulate how the University of Chicago’s strengths– which do not include an explicit focus on social or environmental concerns– will contribute to his or her professional goals.

From a financial support perspective, Booth Net Impact is granted some funding for events each quarter from the Community Fund, which is administered by Booth’s student government. Polsky Center provides assistance in locating companies or organizations that qualify to host an intern. Qualifying interns receive financial assistance from the Polsky Center, and host companies match that amount dollar-for-dollar.

Additionally, for the second year, Chicago Booth’s Dean of Students sponsored the Internship Community Fund, an internship grant program that financially supports students engaged in summer internships at firms whose mission is to create social value. Currently, there is no loan forgiveness program for individuals who go to work at nonprofit organizations after graduation.

Prominent Alumni

Ron Huberman (2000) - CEO, Chicago Public Schools
Alisa Miller (1999) - President & CEO, Public Radio International
Craig Nakagawa (1997) - Co-Founder, CFO, and Director of Social Business, VillageReach
Scott Griffith (1990) - Chairman & CEO, Zipcar

The administration at Booth is always interested in supporting and encouraging speakers and activities that enhance students’ business education in diverse subject areas, including corporate social responsibility and sustainability. While faculty members are given significant leeway in determining course content, the administration requires evidence of extensive student interest in any topic before efforts will be made to broaden the curriculum to incorporate new subject areas or industries. This makes for an exciting environment for Net Impact members to play a crucial role in defining the path of the school’s social and environmental curriculum.

The admissions office is increasing its outreach to students interested in social impact. It has recognized the growing number of applicants from this specific area that would be valuable additions to the Booth community. Emphasizing talents in this area will likely enhance an applicant’s file, although applicants still need to clearly articulate how the University of Chicago’s strengths – which do not include an explicit focus on social or environmental concerns – will contribute to his or her professional goals.

From a financial support perspective, Booth Net Impact is granted some funding for events each quarter from the Community Fund, which is administered by Booth’s student government.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 26% say they are satisfied
in extracurricular activities, 44% say they are satisfied

Reasons To Attend

The University of Chicago Booth School of Business is widely recognized as an incubator of original thought, having revolutionized the teaching of such business foundations as finance and economics. This rigorous grounding provides meaningful training for managing any type of for-profit or nonprofit enterprise. Chicago Booth graduates are independent thinkers who work with analytical rigor and lead with all stakeholders in mind. In addition, Booth’s flexible curriculum and focus...
Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
<td>n=27</td>
</tr>
<tr>
<td>Under 10%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
<td></td>
</tr>
</tbody>
</table>

5807 South Woodlawn Avenue, Chicago, IL 60637, USA • Phone: +1 773-702-7743 • Email: helpdesk@chicagobooth.edu
http://www.chicagobooth.edu
The Social Entrepreneurs Club Euskadi Net Impact Chapter of Deusto University, has members from different programs such as the Masters in Euro Culture, Masters in Maritime Law, and more. The school’s core curriculum is very diversified and has the potential to cover many fields related to social and environmental improvement.

The chapter’s members are committed to working together to make a valuable change in society through their education and different experiences acquired from their professional lives.

The multicultural environment is one special characteristic of the chapter. Members span almost all continents: Europe, Asia, Africa, and America. This multicultural aspect of the team contributes to the chapter’s access to a variety of perspectives on current social and environmental issues in business.

As mentioned above, the chapter is in the process of strengthening its activities at the University of Deusto. Members are doing their best to raise awareness within the university community about social and environmental interests. The chapter’s participation in university-based activities is still limited due to some bureaucracy-related challenges, but members are convinced that once those challenges are resolved, the university administration will support the chapter to achieve a mission that targets social and environmental issues.

The University of Deusto has been quoted the best university in Spain and in Europe, with programs covering social and environmental themes relevant to today’s society. Broadly speaking, the chapter’s mission encompasses a wide range of issues, which requires the involvement of chapter members, university administration, and Net Impact. The diverse chapter will always be working to promote social welfare through the environmentally friendly and sustainable economic development of every individual in society.

Published by Net Impact • Content submitted by current students in spring 2010

Mundaiz 50, 20012 Donostia San Sebastian, Spain • Phone: +34 944-139-000 • Email: info@dbs.deusto.es
http://www.deusto.es
The IO-MBA program is unique among other MBA programs in that it focuses on international organizations (IOs) and NGOs as part of its core curriculum. The courses, therefore, heavily incorporate social and environmental themes, with most focusing on a social angle. There are several courses specifically on social entrepreneurship, and even general management and finance classes focus on how these fields apply to NGOs and IOs. Most of the courses also use case studies based on real NGOs and IOs stories. Being located in Geneva, amidst the headquarters of many UN offices and international NGOs, means that students get to interact with high-level individuals and guest speakers who are very active in the international social, developmental, environmental, and public sectors.

Program’s strengths:
1. International Development
2. Nonprofit Management & Philanthropy
3. Corporate Social & Environmental Responsibility

63% of IO-MBA students are Net Impact members
75% of those members are “very active”
25% are “somewhat active”

This chapter in three words: Dedicated, Knowledgeable, Positive

Chapter leaders: Diego Adame (dadame@iomba.ch); Andrea Bouch (abouch@iomba.ch)

IOMBA’s entire curriculum is based around social and environmental impact. All the courses, from finance to marketing to international relations, draw in elements of social responsibility.

96% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
96% are satisfied with the number of courses offered that include social or environmental issues

IO-MBA is a small one-year program that accepts a maximum of 45 students per year. Due to the intense nature of the program, this also means that students do not have much time for activities outside of their regular coursework. That being said, there is only one active official club in the program – Net Impact. However, some of the students have their own side projects, and there is the usual range of activities at the University of Geneva general campus. As this is such a small program dedicated to social and environmental issues, much of the

93% are satisfied with the number of extracurricular offerings around social or environmental issues
60-80% of the student body is involved in extracurricular activities related to social or environmental issues
The IO-MBA program career services is focused on NGOs and IOs, allowing many opportunities for the student body to network with individuals working in such establishments. The location in Geneva also helps with this. Due to the unique nature of the program, the entire career services center is focused on social and developmental careers, and students rarely end up in the private sector. A three-month internship is a requirement of the program, with some of them being unpaid. There is no loan forgiveness available, nor funds to support students in unpaid internships. However, most students are able to get some sort of remuneration, and even a fully paid post fairly quickly.

CAREER SERVICES & ALUMNI

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Job Postings
3. Alumni Network

79% have been able to find a job or internship that to some degree fits with their values

Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Nurse-Findlay (2008)</td>
<td>Program Officer, Governance, GAVI Alliance</td>
</tr>
<tr>
<td>Kirstin Wulczyn (2008)</td>
<td>External Relations Associate, Global Alliance for Improved Nutrition (GAIN)</td>
</tr>
<tr>
<td>Dweep Chanana (2005)</td>
<td>Director, UBS Philanthropy Services</td>
</tr>
</tbody>
</table>

ADMINISTRATIVE SUPPORT

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 82% say they are satisfied
in extracurricular activities, 82% say they are satisfied

82% say they are satisfied

REASONS TO ATTEND

IO-MBA is a small program made up of individuals from all over the world, with backgrounds in varied fields including medicine, economics, NGO management, United Nations, and environmental activism. This year alone, there are 25 nationalities represented, with students coming from all sectors. Students are brought together by their common belief in the power of business to do good and the importance of good management practices in international and non-governmental organizations.

IO-MBA’s greatest strengths are its relatively small student body, its focus on social issues, its location in Geneva, and its highly diverse international staff and student composition. The coursework itself is highly centered on social entrepreneurship and international development and can be considered a blend of an MBA and a Master’s in International Relations and Development.

Students who are interested in working internationally for an IO or NGO and want to get more experience in solid management practices should really consider IO-MBA as their first choice. This program is ideal for those who wish to make a positive impact on the world through the best business and management practices.
Regarding preparation for ethical and socially responsible leaders:

- 63% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- 67% strongly agree that all students are adequately prepared for socially responsible leadership

n=28
UNIVERSITY OF GEORGIA
TERRY COLLEGE OF BUSINESS

AT A GLANCE

Number of students: 125

10% of Terry students are Net Impact members
70% of those members are “very active”
30% are “somewhat active”

This chapter in three words: Emerging, Innovative, Cross-functional

Chapter leaders: Jason Andrews (jandrew@uga.edu); Jeffrey Fletcher (jafletch@uga.edu)

The ground is fertile to either support an existing club or fine-tune one’s activities to suit one’s own particular set of interests.

CURRICULUM

The administration and staff at the Terry College of Business are increasing their efforts to foster collaboration among the deep resources already existing at other graduate programs at the University of Georgia. One such noteworthy development is the partnering of the business school with the College of Environment and Design’s Environmental Ethics Certificate Program (EECP). The EECP is an interdisciplinary program incorporating coursework from the Odum School of Ecology, the Law School, and a diverse collection of departments across the campus including Philosophy, Agricultural and Applied Economics, Anthropology, History, and Political Science among others. Founded in 1983, the EECP is the oldest certificate program of its kind in the United States.

“The EECP] trains graduate students to make decisions about environmental problems based not only on traditional logic, but also on philosophical, social, political, legal, economic, scientific, and aesthetic considerations. Consequently, graduate students in the Certificate Program benefit by viewing environmental issues from an interdisciplinary perspective.” Beginning in the fall of 2010, students in the Terry College of Business will have the ability to participate in the EECP and will also begin seeing the incorporation of key issues—corporate social responsibility, sustainability, and environmental impact—throughout MBA coursework. The core requirement of the EECP for MBA students will be a 3-credit hour Environmental Ethics class coupled with a one-credit seminar course.

In addition to the EECP, students are maintaining their focus on initiating a sustainability curriculum that is pervasive. They feel that social and environmental sustainability should seep into all aspects of the MBA experience, since these issues are at the forefront as organizations try to survive in an emerging global marketplace. Culling from currently applicable classes across numerous departments and schools—from the MBA program to real estate, ecology, and forestry—and enlisting enthusiastic faculty to create new courses, students are working collaboratively to ensure that their curriculum remains engaging and relevant.

Currently, all students take the same core classes in their first semester, which cover the traditional span of finance, marketing, statistics, economics, and accounting. At a student’s own initiative, classes can be taken in addition to the core, both in and outside the business school. As policy, two classes may be taken outside of the business school in lieu of other requirements, so long as the substituting classes are reasonable replacements and support the particular interest or concentration of the student. Current concentrations include entrepreneurship, operations, finance, risk management, marketing, and real estate. However, there is no formal limit to classes taken outside of the business school if they are above and beyond the credits and requirements of the business school curriculum. With a relatively small number of students per graduating class (40-50), the number of electives is not as diverse as larger programs, though the school’s administration is very flexible and accommodating in attempting to refine an individual student’s schedule to meet their needs. In addition, the small class size allows for greater access and interaction with faculty members. Classes are a combination of lecture, group work, problem sets, and case studies, with the style highly dependent on the particular professor. In general, lecture is most widely utilized.
UGA MBA + Environmental Ethics Certificate

The global scale of doing business in the 21st century will present the next generation of business leaders with unprecedented opportunities and unparalleled challenges. And, more than ever, sustainability and environmental issues must be factored into the equation of business decisions.

Combining the strengths of the nation’s first environmental ethics certificate with the superior business foundations and leadership development of the Terry College’s graduate business program, students may now earn an MBA degree with a Certificate in Environmental Ethics.

The certificate program broadens the interdisciplinary perspective that students will bring to bear on the development of business plans and other strategic decisions. The environmental ethics coursework prepares students to work through problems using logic and reason, economic and political thought, as well as philosophical, social and aesthetic considerations.

To find out more visit mba.terry.uga.edu/fulltime/eecp.html
Students enjoy the flexibility of living in a true college town (Athens, GA), with a diverse array of events both inside the school and within the larger community, a low cost of living, and ample social activities. Students can be involved as much as they would like in the school and community. Prominent student clubs include the Graduate Business Association, Volunteer Dawgs, Graduate Marketing Association, Operations Club, Toastmaster’s, Women in Business Association, and the newly formed (and quickly growing) Net Impact Club. Students are often members of multiple clubs and supplement these activities with plentiful opportunities to participate in intramural sports. There is an on-going discussion on how to leverage the many interests of the students to create a legacy of impact within the school and community. Regardless of a student’s interest, the ground is fertile to either support an existing club or fine-tune one’s activities to suit one’s own particular set of interests. This may include partnering with the wide-variety of campus-wide clubs (many at a school with 30,000+ students) or with a group in the local Athens community. Indeed, the opportunities within the community are plentiful, as the focus on the environment, bike and public transportation, and sustainability in action become an increasingly more widespread way of life.

CAREER SERVICES & ALUMNI

Career Services is making a structured effort to improve their impact and connectedness in what has been a difficult hiring market over the last couple of years. UGA’s close proximity to Atlanta is utilized by Career Services in organizing networking events and corporate site visits. In conjunction with a new director of the MBA program (Fall 2009), the program is working to increase the visibility and reputation of the school and its students. As is true of most MBA programs, the students themselves drive much of their individual internship and job search opportunities. Such individual pursuits are supported by Career Services through mock interviews, presentation training, personal and career coaching, financial support to attend national conferences (including the Net Impact Conference in Ithaca, NY), and networking events in the south and around the U.S. In addition, Career Services often looks to alumni of the program in organizing panels and in creating potential company connections.

ADMINISTRATIVE SUPPORT

The administration at UGA has been very supportive of the mission of the chapter. They realize the value of teaching sustainability within the program and engage members of the Net Impact chapter to ensure that the MBA curriculum matches the needs of an ever-evolving business marketplace. The director of the program has continued to push the utilization of sustainability cases in the classroom and has also offered his support to any other initiatives that raise awareness for the program. Financially, the school has provided the chapter with as much support as it has needed. The administration funded scholarships for students who attended the 2009 Net Impact Conference, provided meeting space for chapter functions, paid registration fees for club members to attend local events, and provided a host of other financial support. The administration is very serious about creating a curriculum which incorporates sustainability at all levels and the offering of the Environmental Ethics Certificate Program (EECP) beginning in the fall of 2010 is one such critical step.

REASONS TO ATTEND

Officially chartered in March of 2010, the Net Impact Club at the University of Georgia is just getting off the ground. Started by a group of incoming students from the class of 2011, the Net Impact chapter is focusing on a small set of actionable goals, the top two of which include implementing a sustainability program and partnering with a local nonprofit to put thoughts and beliefs into action.

As stated below, the general type of Net Impact member best suited for the University of Georgia is “someone interested in laying the foundation for social and environmental awareness at the program.” The potential is great and the program administration, staff, and faculty alike are extremely supportive of the mission of Net Impact and continue to offer resources and support to that end.

The program itself is also rethinking what it means to educate and what kind of MBA it wants to be in the next year and decade. It is looking to maintain its close-knit quality, while seeking to expand its class size to approxi-
mately 100 students a year – large enough for a diversity of backgrounds, yet small enough to maintain the individual attention it seeks. As the program grows, the Net Impact chapter at the University of Georgia will grow with it and increasingly look to incorporate social and environmental themes into the coursework. The extent to which these themes will become standard components of the MBA curriculum will ultimately be an outcome of the effort and dedication of the students and staff working together. Indeed, the University of Georgia can be a place to grow, learn, and to take action for students who are motivated and driven to make change happen.
The University of Illinois at Urbana-Champaign MBA program offers unique flexibility that allows students to choose from a wide variety of business and non-business courses to meet career objectives. The curriculum offers great opportunities in corporate social responsibility courses and activities for the MBA student. Core curriculum in the first year covers topics in business ethics ranging from accounting principles to ethical decision making. First year students also have the option to choose an elective focusing on sustainable marketing enterprises. Some examples of second year courses include Environmental Regulations of Business, a course in international corporate governance, multiple courses on social and environmental aspects of urban planning, ethical dilemmas in business, and classes in social responsibility by one of the top-ranked graduate HR programs in the country. Most classes are housed in the new Business Instructional Facility that achieved LEED platinum certification.

To incorporate Net Impact themes into the curriculum, the Net Impact chapter has been working closely with the faculty to develop more sustainability-related courses. The Illinois MBA program has a Sustainability Certificate Program available through a marketing course. Students have the opportunity to visit India and help develop new sustainable products that would address issues specific to subsistence marketplaces.

Staff and faculty are very aware of the growing interest in the sustainability and CSR field and are eager to offer incentives to students who wish to gain knowledge in the area. The Center for Professional Responsibility and the Environmental Council at the university have also been instrumental in expanding learning options for students.

The Illinois MBA program offers students the opportunity to get involved in 13 different student organizations that contain cultural, professional, and community service activities. The larger University of Illinois is also the home of more than 800 organizations from which students can choose.

The Illinois MBA Net Impact Chapter was founded in 2007. Since its inauguration, the chapter has grown by more than 94 percent. The chapter has provided access to resources so that members can become active actors.
in global change. The university has hosted a talk with a question and answer session with Nobel Peace Prize Laureate Dr. Muhammad Yunus on social entrepreneurship, and the Champaign community is eagerly awaiting the probable opening of a Grammen branch in Champaign.

Net Impact had the pleasure of hosting distinguished individuals such as Nobel Peace Prize Winner Don Wuebbles and Environmental Consultant William Blackburn on campus to speak with members. They shared their experiences and thoughts on the importance of sustainability and focused on aspects such as global warming and why businesses have to inculcate sustainable practices in strategy. Members believe such speaker events play a vital role in bringing awareness and interest in fulfilling the chapter’s mission. Within the MBA program, members have worked closely with the Graduate Marketing Association and the MBA Service Association. Members have already expanded local community outreach and developed more relationships with the local Urbana-Champaign community and businesses such as the Eastern Illinois Food Bank. Such relationships include partnerships for joint business projects. As the chapter is very young, it believes this will help increase the awareness, credibility, and reputation of Net Impact on campus.

Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>Activity of Net Impact Compared to Other Clubs</th>
<th>80% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above Average</td>
<td>20-40% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

CAREER SERVICES & ALUMNI

The Illinois MBA program has focused on enhancing students’ hands-on capability to help them weather the economic downturn. Illinois Business Consulting (IBC), as one of Illinois MBA’s unique strengths, continues to provide a main platform for MBA students to apply their class learning to business reality. A sizeable percentage of the companies that participate within IBC are nonprofit organizations and social enterprises. Students also have access to enroll in the Academy for Entrepreneurial Leadership to attain business experience. This is a highly prestigious program nationwide, specifically designed to nurture graduate students’ social entrepreneurship. MBA students who are interested in social enterprises can find unpaid summer internship opportunities through its Social Entrepreneurship Summer Institute.

The Illinois MBA Net Impact Chapter serves as a reliable source to help those students who are looking for sustainability-related full-time jobs or summer internships. Under the chapter’s effort, the Net Impact job board is exerting more influence in the Illinois MBA program.

Prominent Alumni
Janet Gibbs (2010) - CFO, Feeding America
Stacy Fisher (2008) - Director, Business Support, ASPCA
Dedrick H Roberts (2002) - Senior Budget Analyst, Global AIDS Program
Micheal Redington (1997) - Head of Analysis & Marketing, Environmental Management Corporation
Gregg W. Bevier (1992) - CEO, AgGlobalVision

The most helpful career resources in a job/internship search are:

1. Career Center Job Postings
2. On-Campus Recruiting
3. Career Center Events

56% have been able to find a job or internship that to some degree fits with their values

n=38
**ADMINISTRATIVE SUPPORT**

The Illinois MBA Net Impact Chapter has entered its fourth year of being recognized as a socially responsible club on campus. Right from the inception of the club, the administration and faculty have fully supported Net Impact and its growth. The Illinois MBA Net Impact Chapter has a dedicated faculty advisor, Professor Madhu Viswanathan, who has spearheaded the inclusion of sustainability in the core curriculum by forming several elective courses on sustainable marketing and subsistence marketplaces. The Illinois MBA Net Impact Chapter works with Professor Viswanathan and the administration to host professional speaker sessions, lectures, and other activities, which promote student education in diverse subject areas, including corporate social responsibility and environmental sustainability. The administration supports the Illinois MBA Net Impact Chapter by funding its annual chapter membership fee. Dean of the College of Business Larry DeBrock and Dean of the MBA Program Stig Lanneskog funded portions of the student’s Net Impact Central membership fee. The chapter also receives full support from the student-led MBA Association, both financially as well as with regard to facilities. Recently, the administration has also supported Net Impact members to formulate their own MBA concentration, which will be rooted in environmental sustainability and corporate social responsibility.

**REASONS TO ATTEND**

The Illinois MBA program not only provides a strong business foundation for students, but it also has the flexibility for students to develop their own study of interest. There is great faculty commitment to CSR and sustainability themes and courses. Illinois MBA’s Certificate in Sustainability Program will allow students the opportunity to explore these subject areas. Students interested in building corporate social responsibility and environmental sustainability into the foundation of an MBA program should consider the University of Illinois at Urbana-Champaign. With resources like the Academy of Entrepreneurial Leadership, Illinois Business Consulting, and the University of Illinois’ many other excellent colleges, students have the opportunity to make a growing and significant impact at the Illinois MBA program.

**Regarding the administration’s commitment to including social and environmental themes...**

- In the curriculum, 67% say they are satisfied
- In extracurricular activities, 60% say they are satisfied

**Regarding preparation for ethical and socially responsible leaders:**

- 32% strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- 21% strongly agree that all students are adequately prepared for socially responsible leadership

---

901 West Illinois Street, Urbana, IL 61801, USA • Phone: +1 217-333-0302 • Email: mba@illinois.edu
http://www.mba.illinois.edu/
The University of Kansas (KU) MBA core curriculum does not extensively incorporate social or environmental themes as standard practice, but many professors modify their courses based on student interests and career goals. Electives offer many more opportunities. In spring 2010, the first elective course covering the principles of sustainable business was offered. Two courses within the entrepreneurship department (New Venture Creation and Business Consulting) are particularly amenable to social and environmental topics, and the professor is active in finding projects with local companies that focus on social and/or environmental sustainability. “We have a strong business program filled with opportunities varying from entrepreneurial courses to case competitions to chances for study abroad, which add great depth to a person’s degree,” a student comments.

Many professors are also willing to sponsor independent study projects within any discipline that explore social and/or environmental sustainability. Outside of the School of Business, many departments offer courses that can be included in the MBA curriculum (up to six credits) that cover social and environmental sustainability. Net Impact sponsored two case competitions during 2008-2009, one on corporate social responsibility and one on sustainable venturing. In addition, the past two speakers at an annual lecture series on ethics focused on the business case for environmental sustainability. KU has sent MBA students to the Net Impact Conference annually.

The KU Net Impact Chapter had a very successful year in 2008-2009. In addition to sponsoring a case competition and a business plan competition, the chapter sent seven members to the Net Impact Conference with full scholarships and cosponsored the 2009 Walter S. Sutton Lecture. The first Sutton Lecture was held in 1993 and the series focuses on ethical practices in business. With the help of KU Net Impact, the two most recent lectures have also focused on sustainability in business. In 2008, the lecture topic included a discussion of worldwide efforts to pioneer the process of sustainable business development. In 2009, the KU School of Business, KU Net Impact, and the KU International Center for Ethics in Business brought three speakers to campus to talk about biomimicry, or studying nature’s best ideas and how to imitate them, at a lecture titled, “Sustainable Business: Innovation and Design Inspired by Nature.”

Innovation is an important aspect of education at the KU School of Business. In the 2008-2009 year, teams of MBA students participated in four case competitions, including the CIBER International competition, hosted by KU, and the KU/Sun Yat-Sen International Case Competition in Shanghai. While in China, MBA students also had the opportunity to visit international companies. In addition to studying business in China, MBA students have the opportunity to study business abroad with any number of KU partner universities, in areas such as France, Germany, India, or Italy. KU business students, graduate and undergraduate alike, study abroad at rates far exceeding the national average.

Experiential opportunities do not stop at case competitions or international opportunities. KU provides access to incredible business leaders. The School of Business is among only a handful of schools invited to meet with Warren Buffett, the world’s second richest man, on a yearly basis for a private meeting and also is given ac-
The BUSINESS WORLD IS EVER-CHANGING. YOU NEED A BUSINESS SCHOOL THAT CAN CHANGE WITH IT.

The University of Kansas School of Business provides students with critical thinking skills in areas such as corporate social responsibility, entrepreneurship and environmental sustainability.

The key is experiential learning opportunities like an active Net Impact chapter.

Our School of Business will give you real-world skills to set you apart from the crowd.

Be challenged. Be prepared. Be unusual.

At the KU School of Business, we’re not business as usual.

Visit us online at www.business.ku.edu
access to tickets to the Berkshire Hathaway annual shareholder meeting.

The 2009-2010 year shows that Net Impact is still a growing organization at KU and sent more students than ever to the annual Net Impact Conference.

School of Business publications are printed on recycled paper with soy ink. There are recycling bins located throughout the business building. In addition to a new course on business sustainability, many other courses focus a portion of their time on sustainable practices in entrepreneurship or management. At the KU School of Business, you know you are getting a sustainable education, in more ways than one.

**CAREER SERVICES & ALUMNI**

The KU School of Business Career Services is very supportive of students seeking careers and internships in social and environmental fields, but it does not regularly promote jobs in social or environmental sustainability or in the nonprofit sector. They will use all resources and connections of the School of Business to assist students that seek internships in any of these fields. It should be noted that there are excellent internship opportunities with the Kaufmann Foundation in Kansas City as well as sustainability-focused nonprofit organizations. “KU is a small program which enables the School of Business to offer excellent resources, such as full travel stipends for conferences, scholarships, and money to host events to all students,” a student says.

The Career Services department does sponsor multiple career treks in both the fall and spring semesters and is very open to suggestions of companies to visit in any of the cities to which the school travels. An added benefit offered by Career Services is a fully-developed career website with a large database of current internship, part-time, and full-time job openings for both local and international positions.

**ADMINISTRATIVE SUPPORT**

The administration is extremely supportive of the efforts of Net Impact, and provides financial support to the organization as well as travel stipends to attend conferences and case competitions. As a whole, the administration shows great potential for expanding their knowledge and practice of environmentally responsible procedures. “Key players in the administration are very vocal proponents of social and environmental issues and enable students to pursue all interests with full professional and financial support,” a student says. The KU Net Impact Chapter is very fortunate to have such tremendous support from the administration.

**REASONS TO ATTEND**

KU Net Impact offers an ideal opportunity to develop social and environmental components in an excellent MBA program. The administration and faculty are extremely supportive. The city of Lawrence and the KU community will fully embrace any initiative undertaken by KU Net Impact. The small size of the program means leadership positions are typically available for passionate students and big things can happen very quickly.

1300 Sunnyside Avenue, Lawrence, KS 66045, USA • Phone: +1 785-864-3795
http://www.business.ku.edu/
The Leeds MBA is a general management program designed to give participants knowledge and confidence in key business areas and an opportunity to specialize through a series of option modules and the MBA Project. In the first two weeks of induction, one of the first topics that students get exposed to is corporate social responsibility. There is a strong underlying theme of “responsibility” that runs through most core modules, and it is easy to detect this sensitivity to such emerging trends among the business school faculty as well. For example, diversity management is a key topic under the organizational behavior module, and the curriculum under managerial economics frequently engages students in discussing environmental impact issues.

Running alongside the core MBA program is the executive skills module designed to promote a range of personal and professional skills to help develop self-awareness as a manager and leader. The Social Enterprise Project is the new element that has been introduced to address the issue of corporate social responsibility. All full time MBAs have the opportunity to engage with ethically and socially responsible aspects of business planning, applying their knowledge in a real organizational setting through a group consultancy project. The project is based in either a social enterprise or an organization with a CSR agenda. Students have undertaken projects with organizations as diverse as Opera North, the YMCA, and Macmillan Cancer Support. Executive MBA students, on the other hand, critically evaluate their own company’s CSR agenda. A number of students note that this is a high point of the program.

A great aspect of the MBA program is the diversity of the student body, with more than 21 countries represented, allowing students to gain varied and different insights on the issues discussed.

Leeds University Business School has a very strong background in research and is ranked top 10 in the UK for research in business and management. In addition to regular classes, the business school hosts a number of business lecture series throughout the year, including the FT Masterclass Speaker Series, delivered in partnership with Financial Times. The combination of class curriculum and extracurricular speaker series makes the Leeds MBA a holistic learning experience.
STUDENT ACTIVITIES

The Leeds Net Impact Chapter is in its inaugural year. It was founded in November 2009 at the initiative of several full-time MBA students. In its short time, it has conducted a very successful launch event; managed to build up a significant membership already pushing triple digits; launched its newsletter for members and non-members; and has organized a number of other well-attended events. These have included the annual debate “Is there employability in sustainability?”, Net Impact awareness events, and the final 2009-10 event in partnership with other UK Net Impact chapters.

In its first year, the chapter team has focused on building awareness and building bridges with key Leeds faculty like the Earth & Environment Sciences and Interdisciplinary Ethics departments that are already making significant achievements in Net Impact interest areas. In addition, the chapter has focused on building relationships with local industry and key professionals in the sustainability sector. The aim is for the chapter to become the “single window facilitators” for externals to contact various bodies in the university, and in the process ensure that projects and initiatives reach the right faculty or expert, thereby resulting in a quicker start. Another aim is to build the reputation and profile of the chapter to enable it to be approached by companies in the public or nonprofit sector with projects or consulting opportunities. This can provide a great experience for students while they are still in the business school studying for their degree.

In view of the unique challenges that the first year of a chapter brings, the team has refrained from getting involved in projects like campus greening. The team felt that to create impact in such initiatives, it is first necessary to build the credibility of the chapter and to build the Net Impact brand. The response of the students as well as the faculty has been extremely encouraging. A large number of students from the business school and other faculties have become members and have regularly participated and volunteered in chapter events.

Leeds has been receptive to suggestions from Net Impact to make the curriculum stronger in social and sustainability issues in business. There is already a discussion to start incorporating a new module as an elective in the coming years.

Activity of Net Impact compared to other clubs: Above Average

35% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

CAREER SERVICES & ALUMNI

Leeds’ Global Talent Center (GTC) delivers the Career Wise Program as part of the MBA course timetable. The program focuses on students as individuals to create their own personal and professional development plans and provides career development skills. Students are linked to one of the experienced associate consultants to help them build successful relationships with alumni and corporate organizations in their chosen areas of interest.

Leeds is also a founding member of the European business school alliance CARNET (www.carnet-alliance.org) that seeks to enhance career opportunities for international students by bringing together students and employers worldwide. As a member of the alliance, Leeds is able to source jobs and projects from a variety of markets and identify useful networks.

The GTC also provides support for the Leeds Net Impact Chapter. As part of this, the GTC encourages participation in seminars and conferences on sustainability, ethics, and social entrepreneurship. A number of summer projects in these areas are sourced for interested students and increasingly more organizations in the sector are coming to Leeds with their projects. The GTC has also built a symbiotic relationship with local industry bodies and development agencies that it hopes will help students in finding interesting projects as well as employment opportunities. A key initiative of Leeds is sponsoring the Net Impact chapter team to attend the annual European Doing Good and Doing Well Conference in Barcelona. This is a great opportunity to learn about current issues in sustainability, and network with leading experts and professionals in the sector.
The most helpful career resources in a job/internship search are:

1. Career Services Staff
2. Career Center Job Postings
3. Career Center Events

24% have been able to find a job or internship that to some degree fits with their values

n=23

**ADMINISTRATIVE SUPPORT**

Leeds administration and the GTC have been helping Net Impact integrate and build partnerships with local industry bodies and other university faculty.

The business school has supported the Net Impact chapter by giving it an annual grant through the GTC to conduct events and activities. With this grant, the chapter can focus its energies on events that add value rather than spending energy and time looking for funds.

The admissions process at Leeds is also geared towards selecting well-rounded candidates for its programs that have a holistic view of business.

**REASONS TO ATTEND**

The Leeds MBA is focused on building leaders for tomorrow. The program is designed to prepare students for the challenges faced by managers in today’s rapidly changing business environment. It combines the “hard” knowledge of business subjects with the “soft skills” now so much in demand in business, so that the students get the best of both worlds.

The Leeds MBA is a general management program designed to give confidence and knowledge in key areas of business, with the opportunity to specialize through option modules and the MBA Project. The core program covers the broad fundamentals of business and management in ten modules. In addition, there is a choice of three options from a range of specialist business areas such as entrepreneurship, management consultancy, international management, business excellence, and management decision making. Running alongside the core MBA program is the Executive Skills module, designed to promote a range of personal and professional skills to help develop self-awareness as a manager and leader.

A diverse cohort, renowned faculty, research-based teaching culture, curriculum that captures current social and sustainability themes, and a flourishing Net Impact chapter should be great attractions for prospective students. In addition, the symbiotic relationships that have been built between the business school, the Interdisciplinary Ethics Department, and the Earth & Environment Sciences Department is an opportunity to go beyond just business issues and make a wider impact. Flourishing relationships built with local industry and sustainability experts is a key strength that a student can leverage for interesting projects as well as possible employment opportunities. Lastly, there are a number of opportunities to get rewarded for proactively contributing to the business school and the sustainability agenda, including attending conferences and seminars outside the place of study.

Regarding preparation for ethical and socially responsible leaders:

Under 10% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

n=23

Maurice Keyworth Building, University of Leeds, Leeds, LS2 9JT • Phone: +44 (0)113 343 2610 • Email: mba@lubs.leeds.ac.uk

http://business.leeds.ac.uk/the-leeds-mba/
AT A GLANCE

Number of students: **144**

- **14%** of Manchester students are Net Impact members
- **70%** of those members are “very active”
- **20%** are “somewhat active”

This chapter in three words: **Entrepreneurial, Growing, Innovative**

Chapter leader: Yohann Renault (yohann.renault@mba.mbs.ac.uk)

**My school offers excellent courses on social entrepreneurship and other relevant topics.**

CURRICULUM

The Manchester MBA stands for Original Thinking Applied. It is an 18-month program that gives ample time and scope for one to explore areas of one’s interest. The first project of the MBA is called Business in the Community. This project, spanning over six months, allows students to choose among a group of nonprofit organizations working on an assessed pro-bono consulting assignment in the areas of marketing and business planning. The project not only gives a hands-on experience to the candidates in applied business skills, but also makes them aware of the ground level issues in the operations of a nonprofit.

A number of courses like **Strategy**, which has some elements of corporate reputation and operations, cover topics like sustainable design. Other dedicated electives like **Business Ethics** and **Corporate Social Responsibility** help to provide the ethical and sustainable dimension to business studies at Manchester Business School.

The Business in the Community project is a mandatory part of the curriculum, receiving great responses from both the students and the faculty members. The clients have been very pleased as well, not only for the business insights that the students offer, but also for the heightened sensitivity the students gain toward nonprofits in the community. Students also take up projects on environmental issues and work with nonprofits as a part of their internships. Manchester Business School has faculty members dedicated to topics like business ethics. Professor Rosa Chun is a professor of Business ethics and corporate responsibility at Manchester Business School and also actively participates in the programs of the CSR club.

The operations of the Manchester Business School (MBS) chapter of Net Impact are under the aegis of the CSR club. While the club is meant primarily for full-time MBA students, students from the other masters programs in the Manchester Business School take an active part in the activities of the club. The club works closely with the Career Management Services of the school exploring long-term career opportunities and short-term projects that provide the experience of working on sustainability issues.

The MBS method has a huge case-study based component in almost all courses. During workshops, students work in groups on industry case studies with a high level of academic supervision. The students build confidence through group work, study in a supportive environment, and learn some fairly hard lessons about group processes, project management, and project delivery. Teamwork is a particularly important aspect of the MBS method, and working in multi-cultural groups provides a diverse range of experiences.

STUDENT ACTIVITIES

Manchester Business School has a large number of active student clubs in areas of banking and finance, consulting, marketing, entrepreneurship, and corporate social responsibility. All the clubs focus mainly on helping students understand more about the career opportunities in their respective areas. The clubs organize workshops and seminars featuring industry experts and specialists on various topics, competitions, and career treks.

The CSR club and the Net Impact chapter of the Manchester Business School is a student-conducted body that works closely with the career management services. The
primary objectives of the club are to learn the practical implementation of socially and environmentally responsible business practices, explore professional opportunities in corporate social responsibility, and network with CSR professionals and clubs at other business schools worldwide.

The activities of the CSR club for the 2009-2010 academic year are monthly workshops conducted by students on various topics such as sustainability, microfinance, alternative energy, social marketing, business ethics, and CSR consulting. Each workshop is conducted by two club members, promoting knowledge sharing among the members of the club. These workshops are also open to the student community at large and help to increase their awareness of the sustainable business avenues. Some of these workshops are conducted in collaboration with the other clubs. The banking and finance clubs have worked with the CSR club to put on a workshop on microfinance, and consulting club members have expressed interest in exploring the area of CSR consulting.

All the student clubs of Manchester Business School are working together in organizing a leadership summit at the school in November 2010. The CSR club would play an active role in conducting a workshop on the area of sustainability, inviting speakers from across the globe for this global event. Apart from these, another program of the CSR club that has attracted great interest was the “CSR for cynics” film festival. The series had a screening of two movies, Wall Street and The Insider, followed by a discussion about issues like greed vs. virtue, the conflict between morality and thirst for success, and about employee ethics and whistle blowing.

The general student body has started to show some interest in the activities of the club, specifically in response to the film festival. The CSR club is also in the process of creating a board of alumni to help guide the club to achieve better momentum in its activities.

Career Services works very closely with the student clubs to help them find networking contacts, internship opportunities, projects, and full-time employment in the area of their choice. The CSR club has been working closely with the school’s career services department to secure projects in their area of interest. Last year, the club was able to secure three internships in sustainable development working with a major petrochemical company and a major food retailer. The career services and the entrepreneurship club work with the CSR club and help students network with alumni in the field of social entrepreneurship.

The CSR club recently had a career trek to London, where the group interviewed the director of corporate responsibility at BP and attended a presentation followed by an active group discussion with the Director for Responsible Investment at FTSE. These experiences helped the team develop a new perspective to understanding how corporate responsibility is integrated into the core business activities of the oil major. The visit to FTSE helped in identifying new areas to explore where sustainability and financial services come together.

The CSR club plans to explore more career opportunities in the nonprofit sector as well as special grants to fellows interning in this area.

The administrative team supports the activities of the club by providing the necessary facilities for the events. The alumni relations office also helps the students network with outreaching to alumni. While the admissions team places a great deal of importance on the all-around personality of the students, the applicants who have demonstrated their commitment to environmental and social issues are at an advantage in the admissions process.
The University of Massachusetts Amherst’s Isenberg School of Management has a traditional MBA curriculum with some recent student-led changes that incorporate social and environmental themes into both core and elective courses. In the first year, core courses are known to be rigorous. While a majority of the courses are not specifically focused on environmental, social, and ethical themes, the coursework in accounting, human resource management, marketing, and operations incorporate content on these issues. One core course, Business & Its Environment, focuses on a wide variety of issues consistent with Net Impact themes such as corporate governance, the global financial crisis, and alternative business models. Recently, Net Impact has partnered with faculty members to bring relevant guest speakers to the classroom and to lunchtime speaker sessions.

While the core curriculum consumes the entire first year, the flexible second year allows students to select from elective courses offered not only in the business school but across the entire university. “The ability to take courses outside the business school is profoundly helpful,” remarks one student. “I studied solar and wind energy as part of my MBA program through the engineering school at UMass.” Elective courses with social and environmental themes are increasing. Recently, courses on corporate social responsibility and marketing for sustainability have been offered. Similar courses are currently offered for fall of 2010. Other relevant courses that Net Impact members might find interesting can be found in the Center for Public Policy & Administration, the UMass Climate System Research Center, Resource Economics, and several other environmentally-focused departments and research centers on campus.

Extensive support for dual degree programs is also offered in conjunction with the engineering, public policy, hospitality, and sports management departments.

Student-led efforts are currently underway both to increase the number of Net Impact-related electives offered and to incorporate social and environmental themes and case studies into the curriculum.

Recent curriculum change efforts have focused on incorporating social and environmental themes into the first year MBA orientation. The fall of 2009 orientation featured a case study on corporate volunteerism and community involvement through Timberland’s partnership with City Year. Net Impact UMass has a “Curriculum Change” leadership position, which has increased Net Impact’s visibility at the business school through presentations to MBA faculty members and one-on-one meetings with individual professors. The small size of the full-time MBA program makes faculty members very accessible and sometimes willing to consider student input when it comes to class design. While not necessarily proactive, both faculty and administration seem to be open to further incorporating social and environmental issues into the curriculum.

The UMass Amherst chapter of Net Impact is one of three graduate student clubs in the MBA program. Recognized as a chapter of Net Impact Central in May 2007, the chapter has grown in size and scope in the three years since its inception. With committed, energized chapter leaders and a larger membership, the chapter offered a varied event calendar and launched a number of new initiatives during the 2009-2010 academic year.
The Amherst chapter hosted four cornerstone events for Isenberg and local communities. Fall events included “Challenges and Triumphs of Being Green in Sports” and a business ethics forum with a twist. The sport event featured Dennis Robinson, the CEO of NJSEA, the company that operates the major sport and entertainment complexes in New Jersey. This event was particularly fitting for the Isenberg program, in which almost one-third of the MBA class is pursuing dual degrees in sports management. The business ethics event featured Sam Antar, the government’s key witness in one of the largest securities fraud cases in the 1980s. In the spring, the chapter brought John Gillespie, author of Money for Nothing: How the Failure of Corporate Boards Is Ruining American Business and Costing Us Trillions, to campus to give a keynote address on corporate governance. The final event of the year was a panel of three Isenberg and Net Impact alumni discussing their careers in sustainability. The panelists included a software engineer from GE Renewable Energy, a consultant for social entrepreneurs, and a sustainable marketing associate. In addition to these larger events, the chapter offered brown bag lunches, a movie night, and a sustainable speed networking event. The networking event brought together members of the sustainable business community, university faculty, and MBA students to create deeper ties within the local business community as well as give members opportunities to make important career connections.

The chapter participates in Net Impact’s Board Fellows and Service Corps programs. This year, 13 students (one third of the current class) participated as Board Fellows, serving six-month terms as non-voting board members on the boards of local nonprofit organizations working on strategic projects. The Service Corps program, which partners Net Impact members with local businesses to work on consulting projects, jumpstarted the chapter’s involvement in campus greening initiatives this year. UMass passed its Climate Action Plan in January 2010. Working in conjunction with the sustainability coordinator and the physical plant, Net Impact members explored the implementation of a Green Revolving Loan Fund for the university. This work will continue with Net Impact representation on the Environmental Performance Advisory Committee. The chapter is also beginning work with dining services on an existing composting project in the student center.

The chapter also has launched curriculum initiatives to bring the management oath ceremony and community service day into the school’s calendar of events.

### Career Services & Alumni

The Chase Career Center at Isenberg is the main source of career support for MBA students. The executive director runs a professional seminar course during the first year and provides individualized help with resumes, cover letters, and interviewing techniques. Due to the small size of the program, there is limited recruiting on campus, and internship/job opportunities are typically generated by the students themselves. Isenberg does have a strong alumni network and there is an electronic alumni database that can be helpful.

At this time, the school offers limited dedicated resources for students looking specifically for jobs with a social or environmental focus. However, recent efforts have increased awareness of social and environmental issues with career center staff and the school administration. Professional development activities offered during the 2009-2010 academic year included a day-long visit to corporations in Boston, MA. Because of the students’ high level of interest in socially and environmentally responsible business, the day highlighted sustainability. At EMC2, a global information management company, the chapter met with the director of the company’s environmental sustainability programs and learned about the challenges associated with forging a career in corporate sustainability. The chapter next visited the Earthwatch Institute, an international nonprofit organization that engages people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment. Finally, the chapter visited the Stone Turn Group, a forensic accounting firm that provides independent consulting services for dispute resolution and for enforcing corporate social responsibility.

### Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Title / Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kevin Greer</td>
<td>Consultant for Social Entrepreneurs, New Profit</td>
</tr>
<tr>
<td>Daniele Mathras</td>
<td>Sustainable Marketing Associate, Seed to Shelf</td>
</tr>
<tr>
<td>William Noto</td>
<td>Software Engineer, GE Renewable Energy</td>
</tr>
<tr>
<td>Kelly Lucas</td>
<td>Lead Web Developer/IT Manager, Building Green, LLC</td>
</tr>
</tbody>
</table>
The Isenberg School’s full-time MBA program at the University of Massachusetts Amherst is a small, close-knit business community within a large university setting. The small size of the program creates an environment that fosters student involvement in course discussion and in helping shape a continually evolving curriculum. In the first year, social, environmental, and business ethics themes are incorporated into the core curriculum. The second year of the program, focused on elective courses, allows students to take advantage of the myriad of resources the university has to offer, from the Offshore Wind Research Center to courses in Public Policy and Resource Economics.

As only one of three student groups in the MBA program, Net Impact offers students opportunities to lead and make a real difference. The faculty and administration are easily accessible and supportive of sustainability initiatives. UMass passed its Climate Action Plan in 2010, so this is an opportune time for involvement in campus greening efforts. Attending school in the Pioneer Valley of Massacusetts offers the benefit of a diverse and culturally vibrant region with a community-wide commitment to making a positive social and environmental impact. Local businesses serve as resources and inspiration for students who want to follow the path of “doing well by doing good.”

The Administration of Isenberg is extremely supportive of Net Impact’s mission and activities. The Associate Dean of Professional Programs works with chapter leaders to aid them with funding, organizational development and curriculum efforts. The chapter received funding this spring through the Dean’s Fund to help support some of our events and the school has paid for select Net Impact members’ attendance at the annual Net Impact National Conference for the past three years. The administration is currently working with the chapter to formulate a proposal to channel through the development director to obtain funding for larger initiatives for the coming year.

The administration has been supportive of the idea of forming a hybrid graduate and undergraduate Net Impact chapter at UMass to increase the organization’s effectiveness. The associate dean of professional programs has worked with interested students on curriculum surveys and providing sustainability-focused electives. The chapter’s ideas for sending information about Net Impact over the summer to incoming MBA students, bringing the MBA oath to campus, and offering a community service experience during orientation have all been welcomed for further consideration.
The Charlton College of Business at the University of Massachusetts Dartmouth (UMD) and the university as a whole have a firm commitment to integrating sustainability topics into the curriculum and using classes as well as business for a positive social, environmental, and economic impact.

A major curriculum change was implemented for the 2010-11 school year with the announcement of a sustainability concentration for the MBA, as well as the addition of a Energy Management/Sustainability Graduate Certificate. In previous years, Net Impact leaders and members participated in curriculum committees to push for the successful integration of the option for MBA graduate students. The university previously offered an undergraduate sustainability minor and certificate.

In the MBA program, students must complete a corporate social responsibility and business law core class and are able to choose from several electives based on sustainability themes while in the program. Many students in the capstone strategic management class have chosen social and environmentally themed projects to complete as their final requirement. Several students have also further developed entrepreneurial business ideas based on projects undertaken in the MBA program. Many curriculum-based projects pair student teams with outside projects in the burgeoning “Clean Tech” corridor that the South Coast of Massachusetts is actively attempting to develop for clean and renewable energy companies.

In addition to MBA core classes and electives, graduate classes focusing on sustainability and social and environmental themes are offered across disciplines on campus including in the Mechanical Engineering and Public Policy Studies departments.

The majority of faculty, staff, and administrators are actively engaged in sustainability. Several of the business school faculty and administrators have taken on key roles in promoting, integrating, and teaching sustainability topics across disciplines at the university. Faculty will often lecture outside of class on topics based on social and environmental issues.

Net Impact UMD also actively recruits lecturers to campus whose discussions closely align with sustainability topics being discussed in the classrooms.

Several of the classes are offered online or in a blended format, making the program within reach for working professionals. The university also attracts a number of international students who are able to share their perspectives on global social and environmental issues with their peers.

Program’s strengths:
1. Corporate Social & Environmental Responsibility
2. Environmental Sustainability
3. Education

54% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

46% are satisfied with the number of courses offered that include social or environmental issues
Net Impact UMD often collaborates with the UMass Dartmouth Office of Campus and Community Sustainability. The sustainability office is a key resource for sustainability-related projects and community initiatives. The office fosters collaborative projects and advances research by facilitating conferences, panel discussions, and regional sustainability forums.

The dedication of students, faculty, administrators, and the campus to sustainability issues provides a wealth of opportunity for students interested in learning about or growing their knowledge of sustainability issues.

Net Impact UMD has taken on an important role in sponsoring events and activities for MBA students and the campus focused on sustainability. The diversity of chapter activities and initiatives provides an opportunity for its members to gain knowledge and experience in leadership, change management and sustainability, and collaborate with other forward-thinking business leaders and have fun while networking with peers.

The fall and spring lecture series brought business leaders to campus to share their experiences with integrating sustainability into successful business models. Lecture participants were able to glean valuable information about making a positive social and environmental impact, while still maintaining economic viability, as well as network with their peers, faculty, staff, and business leaders. The chapter also co-sponsored internationally-renowned authors on campus.

With a growing agriculture and viticulture economy surrounding the campus, Net Impact UMD sponsored a fall and spring sustainable winery tour. The tour offered members an educational experience, with a lecture on sustainability in the wine industry and a discussion on possible best practices for growing viticulture on the South Coast, all while enjoying local wine. The winery tour offered members an opportunity to also network and meet other students interested in sustainability.

With the successful implementation of the Curriculum Change Initiative of a sustainability concentration for the MBA and a Graduate Sustainability Certificate, Net Impact UMD is continuing to work with campus administrators to further develop a comprehensive graduate program, including a future doctoral level degree focused on sustainability.

Net Impact UMD launched an undergraduate chapter, providing a networking and mentoring partnership for students on campus, as well as a catalyst for more students to enact positive social and economic change.

Extracurricular activities within the chapter also included the development of a new website to communicate and share sustainability tips with its members and the campus. The website was used as a portal to store several documents developed by the chapter, including a white paper distributed to students titled Greening Your MBA as well as the publication of the University of Massachusetts Dartmouth GRI Report, with UMass Dartmouth being the first New England university to use the GRI format for annual sustainability reporting.

Moving forward, Net Impact UMD will continue new initiatives concerning curriculum, campus greening, and networking in partnership with local communities, businesses, campus administration, and organizations to further sustainability initiatives on campus.

Activity of Net Impact compared to other clubs: Above Average

73% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

With a burgeoning clean tech initiative on the South Coast aimed at attracting green and renewable energy businesses and a commitment to sustainability on campus, there are several opportunities for students to prepare for their career.

The university offers several volunteer and internship opportunities through the support of the Office of Campus and Community Sustainability and the Advanced Technology and Manufacturing Center (ATMC). Previous internship focus areas were green purchasing, biodiesel project design, clean energy, and sustainable farming.

A Career Resource Center is also on campus to assist students in career development, including building re-
sumes, internships, and job searches.

The Charlton College of Business offers the opportunity to undertake community service projects for course credit. Independent research study options also allow students to focus on socially responsible business topics and nonprofit management areas by working directly with area businesses. By networking with faculty and staff at the Charlton College of Business, students can find support in finding a career focused on green and sustainable jobs.

For students looking to enhance their current careers, a Post-Masters degree in Leadership at the Charlton College of Business is designed for professionals with advanced degrees who wish to prepare to lead, motivate, and empower others in diverse, multicultural environments. The university has strong relationships with local communities and facilitates ongoing collaborations and discussions on community engagement, economic development, and environmental and social justice. As a result, students have an opportunity to be more actively engaged in community-related projects.

Many MBA students are working professionals and are either already engaged in projects to support greening initiatives or using their courses as tools to implement sustainability into their workplace. This also provides a networking resource for students searching for careers post graduation.

The MBA program and the UMD administrations both have a firm commitment to sustainability, as well as Net Impact UMD. In 2007, the chancellor signed the American College and University President’s Climate Commitment, which launched a campus self-evaluation and will produce a comprehensive sustainability assessment document and climate action plan in 2010.

In the Charlton College of Business, the administration has not only engaged in and attended Net Impact UMD activities, but, it also has become a key proponent of Net Impact UMD activities. Administrators also encourage chapter activities by allowing members to use college facilities, and encouraging students to become more sustainable and more aware of their responsibilities towards the environment. The administration also actively supports students who are looking to integrate sustainable practices into their careers and work environments.

The purpose of the Charlton College of Business of “Instilling in our students a knowledge of the best business practices, ethical questions, and the influence of environmental, legal, regulatory, political, social, global, and technological factors on the success of organizational activities” closely aligns with the chapter’s values.

Regarding the administration’s commitment to including social and environmental themes...

The most helpful career resources in a job/internship search are:

1. Net Impact Chapter Events
2. Career Services Staff
3. Career Center Job Postings

54% have been able to find a job or internship that to some degree fits with their values

n=26

reasons to attend

The UMass Dartmouth Charlton College of Business program is a world class program within reach of a variety of individuals at all stages of their careers, education, and lives. Classes are offered on campus, online, and in a blended format, with a variety of courses that usually accommodate the needs and schedules of its students.

With a firm commitment to sustainability and a grow-
ing program, a potential applicant to the Charlton College of Business MBA program has ample opportunity to immerse themselves in a variety of cross-disciplinary sustainability topics.

As part of the business school, students will find themselves networked with fellow students, faculty, and staff who have a firm commitment to using business to create a positive social, environmental, and economic change in their workplace and communities. And as a member of Net Impact UMD, students will be able to complement their studies with a diverse set of activities that they can use to further their education and careers.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>19%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=26

285 Old Westport Road, North Dartmouth, MA 02747, USA • Phone: +1 508-999-8446
http://www.umassd.edu/charlton/
In 2009, Melbourne Business School (MBS) began to offer the Graduate Certificate in Social Impact with the goal of building the professional capacity of social managers and entrepreneurs of the future. The certificate enhances students’ capacity to lead organizations in creating social and environmental value and the ability to operate in a changing cross-sector social landscape where the dynamic nature of the market is also directed at social innovation. Courses offered as part of the graduate certificate include Social Impact: Entrepreneurs and Social Innovation, Corporate Responsibility and Accountability, Leadership for Social Impact, and Social Investment and Philanthropy. Students can take these courses as electives in their MBA program or enroll in the certificate separately.

The core curriculum at MBS has an increasing focus on social and environmental themes through various subjects. Examples of social and environmental issues that the core curriculum explores include development economics, markets in developing countries, labor markets and wage setting, and the environmental efficiency of just-in-time inventory management. The Managing People course devotes the class project to focus on a prominent Australian nonprofit, Vision Australia, while exploring various ethical responsibilities of organizations like NASA and Enron. The Financial Management course spends 5% of class time on moral hazard, while Economics and Public Policy explores globalization, inequalities, and long- and short-term solutions based on economic theories. In addition, a number of Net Impact members are involved in curriculum change and advocating the use of responsible business in case studies.

Teaching the ethical and moral responsibilities of business is woven throughout the core curriculum and electives at the school. Some subjects are wholly concerned with social and environmental themes. In addition to the courses offered through the Graduate Certificate of Social Impact, other electives such as Business, Governance and Ethics in Asia deals with the challenges of managing a family business and gives guidance about governance and ethical practices in these contexts. Leadership for Social Impact examines the particular issues surrounding leading an organization in the third sector. Other noteworthy electives include Social Economy and its Impact, Leading Policy Reform, and Business Ethics.

The Asia-Pacific Social Impact Leadership Center was established in 2008 as part of a national center that received a $12 million grant from the Australian Government. The center will become a focal point for research and leadership teaching that will have impact across the community.

In January 2010, Professor Ian Williamson was appointed Chair of the leadership center, where he brings his expertise to work across sectors with students and faculty to promote and support leadership for social impact. Under the center, MBS Professor Jill Klein conducts research on CSR and ethical consumerism.

The MBS Net Impact Chapter grew out of an earlier social action club that had aligned with Net Impact in 2002. Since then, the chapter has been a sponsored MBS club and has worked closely with MBS management and faculty.

The MBS Net Impact Chapter is one of the more active
No. 1 MBA IN ASIA PACIFIC AND 17TH WORLDWIDE*

“I came to MBS to help fight against social & environmental injustices using business methods. Net Impact helps me to do this by connecting with other like-minded students, alumni and community leaders. It’s my home at MBS.”

Kim Sokolnicki, USA
MBA (Class of 2010) and MBS Net Impact Co-President

*Full-time MBA
The Economist “Which MBA?” 2010 report

www.mbs.edu
clubs at the school. The MBS Net Impact’s flagship event is an annual conference, which was held for the fourth time in 2009. The most recent conference, titled "Leading Social Change through Business Innovation," was the first Australian Net Impact Conference and also a fringe event of the 2009 Social Enterprise World Forum. Speakers included one of Net Impact’s co-founders, CEOs of Australia’s leading organizations, and experts in the areas of environmental economics and policy, green technology innovation, and social capital markets.

In 2010, MBS Net Impact introduced the Social Impact stream to the school’s long-standing business plan competition MUEC (Melbourne University Entrepreneurs’ Challenge). The Social Impact stream offers a $6,000 cash prize to the winning team to help launch the best social enterprise. In addition, the Social Impact speaker series offers all contestants the opportunity to develop and define social impact in respective business plans.

MBS Net Impact has been steadily increasing its profile and visibility on campus. New students are introduced to Net Impact during orientation week and through the various networking and awareness raising events the chapter holds, including co-hosting events with the Consulting Club. Some of such events include Ethics in Consulting Roundtable and a debate titled “That the Social Responsibility of a Corporation is to Maximize its Profits.” A number of students were also active in participating in sustainability case study competitions.

The MBS Career Services is staffed by six full-time employees, including four dedicated industry consultants who offer career counseling to students and provide assistance locating qualified companies to host an intern. Career Services has a visible and solid commitment to students with an interest in the social sector. During the 2010 internship recruitment season, the Social Impact Internship Program offered 13 positions with 10 different organizations, including the Australian Red Cross, the Nossal Institute for Global Health, Social Ventures Australia, City Mission, and Volunteering Victoria. Each organization was invited to MBS to present to students regarding the organization and the internship project scope.

Each Social Impact Internship receives significant financial subsidy (approximately 50%) from MBS through donations from the alumni network. These funds, aimed at promoting social sector work, enable projects in social enterprise business planning, nonprofit consulting, research, strategic reviews, rebranding and repositioning, fundraising, and program restructuring. Internships also feature mentoring by industry experts, management consultants, or other MBS alums. The internships are carefully scoped to achieve clear, concrete deliverables and allow students to apply business management models to the social sector to make an immediate impact.

The Student Integration Officer at MBS provides critical administrative and project management support for MBS Net Impact events, in addition to ongoing support. The admissions office considers prospective students’ involvement and interest in social and environmental issues during the admissions process. Applicants with a strong track record of social engagement are more likely to receive an offer and scholarship support.

The priority of the MBA at MBS is to produce global business leaders. The school’s strategic plan declares that its graduates will “contribute in tangible and intangible ways to the business, cultural, economic, and social well-being of our communities and constituents.”

In her blog, the MBS dean wrote, “One of the core values of the Melbourne Business School is a commitment to Good Business. We mean the adjective in both senses: competent and ethical.” And she goes on to say, “A Good Business education needs to help students imagine how to do this, not just as an elective or even a core subject, but as something that underpins our entire endeavor – an imaginative, constructive element that draws our students out as human beings who want to have a positive impact on their world.”
Melbourne Business School is one of three Australian graduate programs offering the Graduate Certificate of Social Impact. MBS students can enroll in subjects from the Graduate Certificate suite as an MBA elective or enroll in the Certificate in addition to the MBA. Overall, the MBS curriculum has a good focus on social impact, business ethics, and governance.

MBS offers one of the most reputable MBA programs in Australia and is backed by a strong network of loyal alumni. The small class size, strong emphasis on core business disciplines, and experiential learning lend to a rich education experience. A number of distinguished visiting professors regularly teach at MBS, providing students a world-class education in a small class setting.

MBS Career Services aid students interested in the social sector via a dedicated industry consultant who identifies organizations of interest and provides introductions or leads. The Social Impact Internship Program has been an important placement program for MBA interns. Qualifying interns receive substantial financial assistance through funds set up by alumni, receive mentorship from an alum or industry expert, and get to apply their skills immediately to make an impact.
The Ross curriculum is designed to give students a strong multidisciplinary skill set that includes an understanding of how social and environmental issues are relevant to business.

In addition to an exemplary “traditional” business education, Ross incorporates triple bottom line issues into some of its core classes. For example, past Ross Net Impact partnerships with professors have introduced a case study on Patagonia’s corporate environmental strategy to the core strategy course and a full class on marketing ethics to the core marketing course. This year, the chapter worked with the economics department to re-introduce externalities to the core.

Ross offers a range of electives that are in demand by Net Impact members, including: Competitive Environmental Strategy; Finance and the Sustainable Enterprise; Social Entrepreneurship; Social Enterprise Projects; Business Strategies for the Base of the Pyramid; Strategies for Sustainable Development; Social Marketing; Green Development; Managing Non-profit Organizations; Sustainable Manufacturing; and Clean Tech Venture Opportunities. Ross Net Impact helped convince the administration to launch an innovative new class, Microfinance, taught by a professor at the University of California, Berkeley Haas School of Business and offered at Ross via video conference.

By creating these courses, Ross faculty have been very responsive to the interests of the Net Impact community. Professors Michael Gordon, Gautam Ahuja, Andrew Hoffman, Gautam Kaul, Christie Nordheim, and Tom Lyon are among the most dedicated to social and environmental class work and research, teaching courses on strategy, marketing, economics, organizational change, finance, social enterprise, and base of the pyramid business development. As the Ross Net Impact Faculty Advisory Board, they work closely with the chapter on curriculum development and are available to the membership through club programs, “Passion Lunches,” and other events.

A significant part of the Ross experience is “action-based learning.” One of the signature programs is the Multidisciplinary Action Project (MAP), in which students spend the last quarter of their first year putting their education into practice through real-life consulting projects with businesses and nonprofits throughout the world. Approximately half of MAP partner organizations and projects deal with topics and goals of interest to Net Impact members; organizations include the Acumen Fund, Scojo Foundation, and Business for Social Responsibility.

With 15 top-10 ranked graduate programs at the University of Michigan, 38% of Ross students are Net Impact members; 30% of those members are “very active” and 40% are “somewhat active.”

Program’s strengths:
1. Base of the Pyramid Strategies
2. Environmental Sustainability
3. Corporate Social & Environmental Responsibility

64% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
79% are satisfied with the number of courses offered that include social or environmental issues

Chapter leaders: Adam Grauer (agrauer@gmail.com); Takahiro Isshiki (takaiss@umich.edu)

The annual conferences that Ross Net Impact puts on are fantastic and tackle a wide range of pressing issues in social impact and environmental sustainability.
Brent Morgan has pursued environmental interests throughout his career, from serving as a wildlife research assistant in the Utah desert to working for the U.S. Green Building Council. He chose Michigan’s Ross School of Business in order to pursue a dual degree offered by the Erb Institute for Global Sustainable Enterprise. The institute is a partnership between Ross and U-M’s School of Natural Resources and Environment. In 2008 Brent interned as a wind developer at E.ON Climate Renewables.

Brent’s degree of freedom? Leveraging his interests into a full-time position as an associate in GE’s Renewable Energy Leadership Program.

THE ROSS MBA
• The world leader in action-based learning
• General management curriculum
• Focus on leadership development
• More than 20 dual degrees in natural resources, engineering, law, and more
• Global network of 40,000 business school alumni

INVEST IN YOURSELF
www.bus.umich.edu/mba
rossmba@umich.edu :: 734-763-5796
versity of Michigan, Ross students utilize the tremendous opportunity to supplement their business education by taking classes at other UM schools. Ross has cross-listed courses with the UM schools of Public Policy, Natural Resources and Environment, Public Health, Education, Social Work, Engineering, and other programs. Many students—including 95 Ross Net Impact members—pursue joint degrees with these programs. Ross students have access to world-class professors, research, and resources that augment and enrich the traditional business school experience.

Ross Net Impact students share their creativity and inspiration for affecting positive change by introducing new events, engaging with administration, faculty, and professionals on social and environmental issues, and using their business skills to make a positive impact in the community.

The club focuses on three areas: 1) supporting career development of students, 2) engaging current leaders through conferences and events, and 3) integrating sustainability and the social sector into the curriculum and campus life. With 380 members, Ross Net Impact is one of the largest and most active clubs. It was also recognized in 2006, 2007, and 2008 as the Chapter of the Year and Runner-up in 2009 for its active membership, influential leadership, and dynamic events.

In the 2009-10 academic year, the chapter organized and co-sponsored more than 43 events to engage its membership and the greater community. This year, the RNI annual regional conference Markets with a Mission drew over 300 participants and 35 speakers. For the third year in a row, the club worked with the Boston Consulting Group on a mission-driven consulting project for a local nonprofit organization.

There are many other Ross clubs that support and augment Ross Net Impact's mission. Some of the most popular are the Emerging Markets Club, Community Consulting Club, Energy Club, Global Citizenship Council, and Habitat for Humanity. There are also a number of relevant institutes housed partially or completely within Ross. Finally, students can apply to serve as members of local nonprofit boards as part of Ross’ Board Fellows program. This year, the chapter promoted more than 60 events to its members on behalf of partner organizations.

In 2009-10, Ross Net Impact capitalized on the momentum generated last year on environmental sustainability. In October, President Coleman announced the creation of the Office of Campus Sustainability and a commitment to the cause going forward – largely the result of efforts of behind-the-scenes work between members and the administration. In late September, nearly 4,000 university alumni attended a Ross Net Impact co-sponsored zero waste homecoming tailgate, which not only diverted 500 pounds of waste from the landfill, it also served to educate and inform the attendees about sustainability. The chapter worked with Ross to launch a new composting initiative which included working with the two school cafeterias to help them switch over to using compostable serving ware and utensils. This initiative resulted in the diversion of 60% of waste from landfills. The chapter also helped initiate energy/water efficiency retrofits and educational efforts across the business school campus, including conversion to low-flow taps, low-flow dual flush toilets, bottle filling spouts at water fountains, and motion sensor lighting. Finally, members were instrumental in helping the Ross School of Business achieve LEED silver certification of its new building.

Activity of Net Impact compared to other clubs:

**One of the Most Active**

95% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

n=66
Ross’ long-standing partnerships with socially responsible organizations throughout the world provide MBA students with many opportunities for careers with a social or environmental focus. These relationships allow Ross students to obtain internships and full-time positions in traditional and sustainability-related departments of many large corporations, at innovative social ventures, and at well-respected nonprofit organizations.

The Ross Net Impact career development team provides resume reviews, interview practice, general career counseling to students through specific career workshops, and a peer-networking program. The chapter also works closely with the Office of Career Development (OCD) to recruit socially-responsible companies to campus and organize career-related events. With lobbying from RNI, OCD hired Leslie Mulder, a career development counselor who focuses on the corporate social responsibility sector. Ms. Mulder collaborates directly with Ross Net Impact to support the career development of members in the social and environmental sectors.

The chapter plans a large career day as part of its annual conference which includes mock interviews, office hours, corporate presentations, and networking events. The club further facilitates networking through the organization and sponsorship of career treks to San Francisco and Chicago.

A number of institutes affiliated with or housed inside the business school support non-traditional career paths. DomestiCorps funds 30 nonprofit internships each summer for MBA students. The William Davidson Institute funds 25-30 internships related to social enterprise, Base of the Pyramid, and international development. The Erb Institute for Global Sustainable Enterprise supports a number of internships in environmental and social sustainability. The Nonprofit and Public Management Center provides funding for public and nonprofit internships. The Zell Lurie Institute for Entrepreneurship also supports internships with social ventures.

Ross’s mission is to continue building a top tier business program across all disciplines. The administration has placed an increasing focus on leadership, particularly on the environmental and social impact of business. It is therefore supportive of student-led environmental and social initiatives, as well as established school institutes, cross-listed courses and dual-degree opportunities with other graduate programs, and other formal programming.

“Our administration is highly receptive to student interests, and has worked with us to shape our curriculum so we can offer electives in things like social marketing and renewable energy systems,” a student writes. This commitment is evident, for example, in the LEED silver certification of the newly-opened Ross building in January of 2009, the ongoing partnership with the chapter on the third annual Leadership Crisis Case, establishment of four institutes (covering nonprofit and public management, emerging markets, sustainable enterprise, and entrepreneurship), the high prevalence of social and environmental engagements in the Multidisciplinary Action Project, and most recently, the partnership with Ross Net Impact and Net Impact Central to bring the 2010 National Conference to the university. RNI is seen...

Prominent Alumni

| Mark Bailey (2007) | Managing Director, Emerging Markets, Teach For America |
| Bodhi Burgess (2007) | Associate, Clean Technology Investment Banking |
| Michele Diener (2007) | Director of Sustainability Strategies, MGM Mirage |
| Melissa Vernon (2002) | Director of Sustainable Strategy, InterfaceFLOR |

The most helpful career resources in a job/internship search are:

1. Career Services Staff
2. Alumni Network
3. Net Impact Chapter Events

87% have been able to find a job or internship that to some degree fits with their values

Regarding the administration’s commitment to including social and environmental themes in the curriculum, 78% say they are satisfied in extracurricular activities, 89% say they are satisfied

n=66
as one of the most influential clubs at Ross and works hard to be an active partner to the deans and administra-
tion on a variety of school programming.

**REASONS TO ATTEND**

Net Impact benefits parallel Ross’ overall strengths: action-based learning, powerful team spirit, and a great cross-disciplinary education.

The MAP project is the cornerstone of the core curriculum. Students have the opportunity to gain a “real-world” experience, frequently in a different country. MAPs are available in scores of different Net Impact interest areas, including nonprofit organizations, corporate sustainability, clean energy, and emerging markets businesses. As one student says, “The pragmatic approach to business education linking business theory with real-life consulting engagements is unique.”

Ross Net Impact provides its own action-based outlets through opportunities like social entrepreneurship workshops and working with the school’s administration to implement sustainable building management practices.

The team spirit at Ross is all-embracing. Students feel it from professors who are accessible as teachers and mentors; from alumni who are 60,000 strong and with a “Go Blue!” are there to help; and from fellow students who enthusiastically share knowledge, experience, and contacts with classmates. Net Impact’s members help one another pursue careers and develop professional and social networks in the social and environmental impact space.

Interdisciplinary action is real. Ross has excellent professors in core business disciplines as well as leading thinkers on Net Impact topics, from environmental management to Base of the Pyramid strategies. Ross students can also add breadth through elective coursework at Michigan’s renowned schools of policy, social work, natural resources, law, urban planning, and education.

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
<td>strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>Under 10%</td>
<td>strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=66
Under the direction of its Net Impact chapter and with the help of the national organization, the University of Minnesota’s Carlson School of Management (Carlson) has made huge progress in providing social and environmental coursework to its students. Thanks to the hard work of the Net Impact curriculum development team, the student body, and the school programs office, a brand new course in corporate responsibility has been added to the fall 2010 curriculum for both full-time and part-time students.

Carlson also has a required international program in ethics and business in growing economies. Full time students have the opportunity to go to one of three locations: China, Chile, or Turkey.

In addition to the ethics seminars abroad, all MBA students have the opportunity to study sustainable development in Costa Rica for two weeks. Other short-term and full semester study abroad opportunities are also available.

There are several elective options that complement the core curriculum for those students interested in social and environmental academic studies. These include Integrative Leadership, a jointly sponsored course of Carlson with the Hubert H. Humphrey Institute of Public Affairs, where students study multi-sector partnerships to address strategic challenges, and Natural Environment and Global Economy, which examines environmental topics through a business lens. The Humphrey Institute’s public policy courses along with many other graduate level courses in the university (e.g., natural resources, design school, engineering) are available to Carlson students as a part of the regular course load.

The Carlson School of Management and the Humphrey Institute of Public Affairs have jointly created the Center for Integrative Leadership (CIL), which aims to develop a better understanding of how collective action across sectors (business, government, nonprofit, media, academia) and geographic boundaries can solve some of the world’s most pressing and complex societal problems. The CIL actively educates public affairs and MBA students by hosting speaker events, holding seminars, and organizing events so they can get involved in the Twin Cities (St. Paul and Minneapolis) community. The CIL course mentioned earlier is extremely popular. In addition, there are a number of joint degree programs available to MBA students, including a Master’s in Public Policy.

In addition to these offerings, Carlson provides Enterprise Programs, which are experiential learning programs that coordinate hands-on, student-managed projects for credit. The enterprise programs offer a variety of projects and some have included triple bottom line business, nonprofit, and social enterprise development and opportunities. A student adds that the “enterprise program is unlike any offering.” This program offers “experiential projects in four fields (consulting, venture capital, fund management, and brand management) with actual business clients, ranging from Best Buy and 3M to small start-ups.

Carlson Net Impact is the biggest and most active club on campus. It began as Students for Responsible Business in 1993 and has experienced continual growth since then. The chapter will continue its tradi-
tion of excellence in the upcoming years. The current goal of Carlson Net Impact is to become more integrated with the other student clubs. The chapter educates students about social and environmental issues that may confront them in the business world through monthly speakers and discussion groups. For example, the Carlson Chapter has invited sustainability coordinators to campus from companies such as Target, 3M, and Best Buy to speak during the day and at evening receptions, co-sponsored by Carlson clubs such as the Supply Chain & Operations Club, Consulting Club, and Medical Leadership Club.

These partnerships reveal how “there are multiple opportunities for students to get involved in the community and in projects that interest them,” a student explains. The chapter also started new initiatives in 2009-2010 which include: a commuter board, wellness program, a 5K run, and coordinated programming with the new undergraduate chapter as well. The chapter will also continue its legacy of participating in campus greening efforts and connecting with nonprofit volunteer opportunities.

Carlson Net Impact sponsors the Neighborhood Business Fellows program, an initiative that connects students to local businesses to provide consulting services to the small business owners in the very ethnically diverse West Bank community where Carlson is located. Net Impact members team up with the West Bank/Cedar-Riverside business owners to learn about their businesses and write short cases based on their current challenges. Students present their findings at a community forum and the results are later used by undergraduate classes for case studies.

Carlson Net Impact’s much anticipated event is the Annual Faculty Case Competition where members of the faculty debate both sides of a specific business ethics topic. This event is a huge success every year, and the faculty members are very excited to participate. The chapter is also very involved with many other student clubs such as the Graduate Volunteer Consultants (GVC), which provides pro bono business consulting services to nonprofit organizations in the Twin Cities area. Additionally, students participate in CHANCE, Cedar-Riverside Action for Neighborhood Collaborative Engagement, which brings together resources from the Humphrey Public Affairs school and the law school with other university and community leaders to promote community building and civic engagement. The MBA-led Annual Charity Auction raises over $15,000 annually for a charity.

Carlson maintains a fantastic alumni network and a dedicated Graduate Business Career Center. The Minneapolis Professional Net Impact Chapter is also very active and invites Carlson Net Impact students to attend its speaker and networking events at evening happy hours. There is a collaboration of CSR leaders in the Twin Cities, and the chapter works with them on speaker and internship opportunities. CIL is also an excellent resource for finding opportunities at local nonprofit organizations. Nonprofit organizations in the area know about the center and use it to find interns and full-time employees. Career services at the school share both for-profit and nonprofit internship and employment opportunities with students. The school offers a number of career treks, career coaches, and memberships in job search organizations to help students find new opportunities. With these resources combined, students can find positions that fit with their goals and ideals.

Certain corporations in the Twin Cities also actively recruit members of Carlson Net Impact because these students often match well with the company’s goals and ideals. “Carlson is located in the Twin Cities, which has a national reputation for corporate citizenship. The community leaders see community engagement and responsibility as important,” one student says.

The chapter has organized on-site corporate visits and special networking events that provide more access to CSR leaders. In the fall of 2009, the chapter organized a panel discussion for Carlson students, the Minneapolis professional chapter, and the chapter of St. Thomas University. Corporate attendees included Target, 3M, and Best Buy. Overall, Carlson Net Impact members are viewed as socially and environmentally responsible individuals who either go on to improve CSR initiatives at large corporations or work in nonprofit organizations. According to a current student, because “Minneapolis and St. Paul are progressive cities, they provide extensive opportunity to find jobs with a social/environmental component.”
Carlson administration is very supportive of Net Impact and its social and environmental initiatives. Because students are so active in the areas of social and environmental responsibility, the administration has taken notice and is planning to support more of these initiatives. Although change is driven by the students and alumni, the administration recognizes a need to invest more funding into student initiatives that positively impact the local community and environment. The dean of the Carlson School is chairing the upcoming Sustainability Conference sponsored by the Association to Advance Collegiate Schools of Business. Likewise, the admissions staff members are very focused in their recruitment of globally-minded individuals who will continue to contribute to the types of initiatives aligned with Net Impact. With support from the administration, students are able to attend the Net Impact Conference, which allows members to network with other like-minded individuals and companies. The administration also connects students to social and environmentally responsible case and business plan competitions.

Any student who wants to positively change the business world will find their new home at the Carlson School of Management. The student body, faculty, and administration all offer support and guidance. Carlson offers students a number of opportunities to study issues of social responsibility and business ethics. The city of Minneapolis is a great environment for first-hand education on CSR and other related topics. Both in its larger Fortune 500 companies and smaller emerging companies, the Twin Cities region has a strong culture of corporate citizenship.

The Carlson Net Impact Chapter is becoming a greater force within the school and will have a major impact on the campus and community in coming years. “We have a very dedicated and enthusiastic group of students who have created a great impact for a variety of social and environmental causes in and around the community,” one student says. Carlson Net Impact members are active and dedicated to social and environmental issues and plan to create a better world as the future leaders of corporations and nonprofit organizations. From environmental leadership to corporate responsibility decisions, Net Impact members are making a difference. Carlson Net Impact wants to make sure that the MBA students are educated and aware of issues so that they are better prepared professionals able to make a positive impact on their workplaces and communities upon graduation.
UNIVERSITY OF NAVARRA
IESE BUSINESS SCHOOL

AT A GLANCE

Number of students: 466

- 13% of IESE students are Net Impact members
- 80% of those members are “very active”
- 10% are “somewhat active”

This chapter in three words: Real, Actionable, Vibrant

Chapter leader: Joshua Danielson (joshua.danielson@iese.net)

GOLD NET IMPACT CHAPTER

The chapter here is really 100% student-run, and it is great!

CURRICULUM

The IESE curriculum incorporates a wide range of ethical business and responsible development aspects into its core courses and offers several specifically related elective courses. The school was founded to provide managers with professional and personal development in order to create leaders who serve people and society. As explained in its mission statement:

“The school's core values are articulated in its programs and materials. They are based on the belief that firms are, above all, communities of people who work better in an atmosphere of trust. Those values highlight the aspiration to excellence that any professional in the business world should aim at.”

The school’s core values permeate its teachings to all fields of study, from finance to business in emerging markets. IESE hosts world-renowned professors such as Johanna Mair, corporate strategy and entrepreneurial strategies professor for social impact in the MBA, Christian Seelos, Director of the IESE Platform for Strategy and Sustainability (IPSS), and Alberto Ribera and Pedro Videla, professors of leadership and geopolitics and global and emerging market economics, respectively. IESE also hosts the Center for Emerging Markets.

Social and environmental responsibility are values that are featured throughout the curriculum, with current topics specifically highlighted as teaching tools. A strong focus on global citizenship is cultivated through social awareness of cultures, knowledge of economies and markets, and the ability to put these in context. The international aspect of the MBA program adds a very important dimension to responsible business, both in humility and in knowledge sharing. Socially and environmentally responsible businesses are closely tied with emerging markets and global sustainability, and the international student and faculty provide important education in this area.

Program’s strengths:

1. Corporate Social & Environmental Responsibility
2. Social Entrepreneurship
3. Energy & Clean Technology

53% are satisfied with the faculty emphasis on social or environmental issues in the curriculum

39% are satisfied with the number of courses offered that include social or environmental issues

STUDENT ACTIVITIES

The Net Impact IESE Chapter is very active on campus, hosting numerous events and activities—the most notable of which is the annual Doing Good and Doing Well Conference (DGDW). The Responsible Business and Social Action Clubs have existed long before they became a Net Impact Chapter, and for that reason, some of the chapter’s events do not follow the same titles but are very similar in content and purpose.
The DGDW conference is a two-day event with interactive panel discussions on major opportunities and challenges faced by responsible businesses and organizations. The conference includes the CleanTech Venture Seminar and Social Entrepreneurship Workshop, in addition to covering a range of topics, including responsible finance, base of the pyramid business, corporate social responsibility, supply chain management, healthcare, technology for development, and more. The conference, organized by IESE’s Responsible Business Club (an affiliate of Net Impact) attracts professionals and students from around the globe. By challenging participants to consider the potential for sustainable development, DGDW helps develop innovative new strategies and business models, as well as foster meaningful relationships between industry professionals and graduate students. There were over 700 attendees in 2010. In organizing the DGDW conference, many student professional clubs, including Private Equity and Venture Capital, Energy, Consulting, and Healthcare help organize panel topics related to their sectors.

The chapter has also provided consulting expertise to social entrepreneurs and clean tech entrepreneurs, successfully lobbied the administration for the return of a sustainability class, and organized speakers and career events.

The Social Action Club and the Responsible Business Club work together to form the Net Impact Chapter. The Social Action Club organizes hands-on philanthropic events and volunteer opportunities as well as fund raising events for social and environmental causes. This year, the club raised over $13,000 at the annual Thanksgiving Dinner and Charity Auction alone. The club also organizes charity drives, support for crisis victims, and volunteer opportunities in Barcelona.

### Prominent Alumni

- Emma Coles (2004) - Director, Health Insurance Fund
- Cristóbal Colón Palasí (1998) - President, La Fageda
- Catalina Parra Baño (1996) - President, Fundación Chandra
- Riccardo Puliti (1992) - Director General, Energy & Natural Resources, European Bank of Reconstruction and Development

### Activity of Net Impact compared to other clubs:

- **One of the Most Active**

  

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extracurricular offerings around social or environmental issues</td>
<td>75%</td>
</tr>
<tr>
<td>Extracurricular activities related to social or environmental issues</td>
<td>20-40%</td>
</tr>
</tbody>
</table>

n=36

### CAREER SERVICES & ALUMNI

Because of the small student body, recruitment is low in non-traditional industries, but Career Services still posts opportunities in the sector. The Career Services department organizes a recruiting career fair at the annual DGDW conference that attracts socially responsible employers and entrepreneurs. Speakers at the conferences and speakers invited throughout the year are encouraged to network with students and vice versa. The school has one recruitment specialist dedicated to corporate social responsibility and is currently lobbying for support funds for students doing internships with nonprofits. Unfortunately, loan forgiveness is not available for graduates.
The administration is very concerned with businesses' role in society and the responsible social and environmental practices that it should undertake. Their approach to these issues is measured and long-term in its thinking. The school is actively looking for ways to improve in its elective course offerings while ensuring that students are trained in relevant areas for the current job market. Since its founding, IESE has been completely in line with Net Impact’s values and actively recruits candidates with a spirit of service. Consequently, the student body is overwhelmingly collaborative.

Relevant statistics:
- 56% say they are satisfied in the curriculum.
- 61% say they are satisfied in extracurricular activities.
- 44% strongly agree that Net Impact members are adequately prepared for socially responsible leadership.
- Under 10% strongly agree that all students are adequately prepared for socially responsible leadership.

IESE Business School is one of the world’s top-ranked MBA schools, ranked first in the world by the Economist Intelligence Unit in 2005, 2006 and 2009, and ranked fourth in Europe by Financial Times, and eleventh in the world in 2008. This is attributable to its world-class faculty and very rigorous academics. According to The Economist, one of the main reasons explaining IESE’s success is the quality of its career placement, with 98 percent of its graduates finding jobs within three months after graduation.

The school is well suited to a globally-minded applicant with strong ethical views, but not necessarily one looking for a specific elective track. The school maintains a strong focus on general management and aims to develop well-rounded business leaders. Students who arrive looking for specific topics in socially and environmentally related classes may be surprised to find that they learn about these topics in different ways, including core curriculum classes, extracurricular clubs and events, and class contributions from the international student body, in addition to select electives.
The Anderson School of Management at the University of New Mexico (UNM) has a strong focus and integration of ethics and responsible management in its core curriculum. Students participate in both a dedicated ethics core class and a wide range of reinforcing academic activities. Anderson faculty, staff, and students engage in significant outreach to the local and state-wide business community. Anderson seeks to bring ethics education out of the classroom and into the workplace, helping students and alumni perpetuate ethical and responsible management in the real world.

Some highlights of the Anderson program include:

- Since the 1970s, the curriculum for the MBA and all other programs has featured a core course focusing on social responsibility and ethical behavior.
- Ninety percent of the other courses in the core curriculum incorporate topics, projects, and cases that highlight social and environmental issues.
- MBA students take elective seminar courses with a significant emphasis on environmental management and/or social impact management. These courses include: Environmental Sustainability & Business; Managerial Ethics; Creative Leadership & Innovating Organizations; Regulation & Social Control of Business; Public Affairs & Public Relations; Nonprofit Management; American Indian Business & Management.
- Anderson MBAs can participate in week-long courses organized by the Washington Campus Program that provide exposure to high-level experts in the legislative and executive branches of government and from activist and business interest groups.

The faculty members who teach core courses on social, environmental, and ethical issues are primarily tenured and tenure-track professors with training in the business-and-society field. Many of these faculty members have presented research in a broad range of publications, including: Business & Society; Business Strategy and the Environment; Business Ethics Quarterly; Journal of Business Ethics; Journal of Business Research; and Journal of Environment and Development. In 2006, Anderson faculty member Jeanne Logsdon co-authored the book, Global Business Citizenship: A Transformative Framework for Ethics and Sustainable Capitalism. O.C. Ferrell and Linda Ferrell, authors of Business Ethics: Ethical Decision Making and Cases and well-known in the field of ethics education, also joined the faculty at Anderson in 2006.

Faculty at Anderson approach the study of business ethics, social impacts, and environmental management from a wide range of disciplines, including: accounting; finance; human resource management; information systems; international management; marketing, operations; policy and planning; and technology management.
speaker panels including “Your Business Doesn’t Have To be Evil: Operationalizing Corporate Social Responsibility” that included speakers from Intel, Gap, Betty’s Bath & Day Spa, as well as Anderson’s esteemed professors; and “Ethical Impact: Integrating Ethics into Organizations” that included Ethics Compliance Officers and/or Executives from PNM, Presbyterian Healthcare, PB&J Family Services, and the City of Albuquerque.


Recently, UNM Net Impact has sponsored field trips: the Santa Fe Legislative Ethics Trip; the MIOX Company Tour; and the Very Large Array Field Trip. Current members have expressed additional interests in technology and entrepreneurship. With the support of Anderson and the Technology Commercialization Association, UNM Net Impact co-sponsored a CEO Speaker event with Anderson Alumni and Foundation Member, Dr. Ned Godshall, called “Entrepreneurship & the Passion for Business” in November 2009. More recently, UNM Net Impact sponsored a speaker event with David Campbell, CAO of the City of Albuquerque in “Perspectives On: The Ethical, Political, and Social Environment for Business” with the support of Sarah Smith, Esq., Rust Professor of Business Ethics at Anderson.

The UNM Net Impact Chapter has great flexibility to pursue activities and events based on various member interests. UNM Net Impact has a positive reputation at Anderson and has received generous support from Anderson administration, staff, and faculty.

The Anderson MBA degree is well recognized in New Mexico and the Anderson program is known for having a strong ethics and social corporate responsibility component in its core. There are opportunities for unpaid nonprofit internships and class projects. There are also discussions with career services to consider how to help students better understand what the career options are in policy and planning concentrations and jobs with a social impact focus.

Anderson is consistently supportive of student organizations. UNM Net Impact usually sends four chapter leaders to the annual Net Impact Conference which would not be possible without grant funds provided by the Anderson Development Office. Anderson’s new Dean Douglas Brown attends student organizational events and has been generous with his support. The overall environment at Anderson, from administration to staff and faculty are genuinely supportive and have been an important aspect to UNM Net Impact Chapter’s success.

In addition, Anderson’s mission includes the following statement: “Anderson School of Management supports New Mexico economic competitiveness by enabling the management of existing businesses, development and attraction of new businesses and the definition of public policy that encourages economic development balanced with social and environmental responsibility.” To this effect, the administration is very supportive of UNM Net Impact and is “committed to the development of well-rounded managers who can oversee the ethical, social, legal and political aspects of business in addition to traditional bottom line management,” according to a current Anderson student.

The Anderson School of Management has valued ethics and corporate social responsibility as part of their core curriculum for over 30 years. The commitment of the school is demonstrated by the assignment of tenured
professors to core and elective courses and their vigorous academic research in these fields.

The average MBA class size is 40 students and classes have no more than 60 students in them. Being in a smaller MBA program provides students many opportunities to engage the supportive faculty.

The cost of living and housing is much lower at UNM than in a large city. Combined with the relatively low cost of tuition, attaining an MBA at Anderson is an exceptional value. There are also some scholarships and graduate assistantships available. Many students work while attending Anderson, so there is a lot of flexibility afforded to students who attend part-time.

Anderson is located in Albuquerque (aprox. population of 900,000 people), considered a fast growing city. New Mexico has the potential to become a leader in clean technology with the year-round abundant sunshine and areas of high wind concentration. Many numerous outdoor activities are easily available; east of Albuquerque is the Sandia Mountains (aprox. 30 minutes away) with hiking and outdoor trails, and to the north of Albuquerque is Santa Fe (aprox. 50 minutes away). Albuquerque is a diverse and friendly city, with a unique southwest identity. New Mexico is called “The Land of Enchantment” with its spectacular natural environments and diversity of peoples and cultures.
The University of North Carolina at Chapel Hill’s Kenan-Flagler Business School (UNC Kenan-Flagler) offers a range of courses that focus on areas of socially and environmentally responsible business including energy and the environment, corporate social responsibility, sustainable real estate and economic development, and developing economies. The program also offers an enrichment concentration in sustainable enterprise, which includes nineteen electives such as Systems Thinking for Sustainable Enterprise, Strategic Corporate Social Responsibility, Environmental Strategy, Social Enterprise, Social Innovation Lab, and other courses on social and environmental business-relevant topics. The electives incorporate social and environmental themes through lecture topics, case studies, classroom guest speakers, group projects, and research papers. The core classes incorporate social and environmental themes through case studies and special topics.

Net Impact members have encouraged the inclusion of social and environmental themes into the program by approaching faculty and the administration and expressing interest through survey petitions. The chapter maintains a running dialog with core curriculum stakeholders to ensure that sustainability topics are applied to all business competencies in core courses and that courses are developed to address emerging topics within sustainability.

UNC’s Center for Sustainable Enterprise (CSE), which is part of the business school, offers career support and consulting project opportunities to students. Founded in 1999, CSE offers a wide range of learning opportunities that include case studies, lectures, student-led projects, guest speakers, and special topic panels. The students also have opportunities to better round out their education with other courses/classes at the broader university in the departments of Earth Sciences, Law, City & Regional Planning, Government, and Public Policy.

UNC Kenan-Flagler boasts several distinguished faculty members who are leaders in social and environmental areas. James H. Johnson Jr. is the director of the Urban Investment Strategies Center at the Frank Hawkins Kenan Institute of Private Enterprise and has established a school for students from distressed communities in Durham, North Carolina. Al Segars is the Faculty Director for the CSE and Chair of the Strategy and Entrepreneurship area. He is regarded as an expert in the areas of innovation and technology management, specifically as they relate to sustainability design, financial and operational metrics, and operational strategy. Carol Seagle, Director of Research at the CSE, has a deep science background.
in environmental issues and teaches the *Environmental Strategy* and *Strategies in Sustainable Enterprise* electives. Larry Chavis focuses on social entrepreneurship and emerging markets, and researches how weak institutions in developing countries pose challenges for new business formation. Finally, Lisa Jones Christensen specializes in developing economies, corporate social responsibility, leadership, and change management.

**UNCC Kenan-Flagler Net Impact offers a broad range of events designed to inspire and equip students in all functional areas to achieve a career that is consistent with their sustainability values. Key events include the Careers in Sustainability Forum, where over 40 professionals are hosted on campus for a day of panel discussions on real-world sustainability issues. The chapter also hosts a sustainable job fair in the early spring in partnership with the Center for Sustainable Enterprise (CSE). UNCC Kenan-Flagler and Net Impact’s Sustainable Venture Capital Investment Competition (SVCIC) brings sustainable entrepreneurs and venture capitalists on campus and allows student venture capital teams from top business schools to compete in evaluating sustainable business plans.

Net Impact members have many opportunities to interact with other campus schools including Environmental Science and Engineering, City and Regional Planning, Government and Public Policy, and Law. Several members are pursuing joint degrees from these schools. Also, Net Impact has established relationships with other campus stakeholders in energy efficiency and facilities maintenance in order to advance practical sustainability issues at UNC.

Net Impact’s campus greening committee actively pursued several practical sustainability initiatives this year including efforts to reduce energy use in the business school building. These initiatives included greening committee participation in university-wide sustainability awareness and action week and the creation of Net Impact GreenWeek around Earth Day. During this week, the greening committee encouraged students to bike to class with bike workshops on campus, hosted a waste-audit for the business school building, and sold local food boxes from a nearby farm. Net Impact is also working to “green” all MBA events (both student and administrative organizations) by providing education and best practices to event planning stakeholders as well as key sustainable vendor resources in order to reduce waste and increase awareness of certain environmental issues.

UNCC Kenan-Flagler also launched the Non-Profit Board Fellows program this year, where 16 MBA students were placed on the boards of 8 nonprofit organizations to work on special projects and gain insight on how business leaders can positively impact and partner with nonprofit organizations. Several Net Impact members helped research and develop this program in addition to participating as Board Fellows.

Because sustainability is a core part of the UNCC Kenan-Flagler MBA for all students, there is a strong sense of community inside the Net Impact chapter and across the student body. Net Impact is ingrained in many business school events and is perceived by many students as a very active and positive career club that fosters strong support systems among its members.

**UNC Kenan-Flagler leverages a strong alumni network, the Center for Sustainable Enterprise (CSE), and a robust Career Management Center to link graduates with sustainable careers. The CSE offers outstanding support to students through a Sustainable Career Fair and provides students with the opportunity for real-world work through internships with CSE Consulting. The Career Management Center recognizes the important role of sustainability in the workforce and provides resources to help students align their career goals with sustainability values.**

**Activity of Net Impact compared to other clubs: One of the Most Active**

<table>
<thead>
<tr>
<th>Activity of Net Impact</th>
<th>93% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40-60% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

n=46
tance of supporting students interested in sustainability careers and provides a full-time staff member who works with students interested in sustainable enterprise careers and related fields. UNC Kenan-Flagler has alumni working in a wide range of sustainability areas, from renewable energy to corporate social responsibility. Students support each other’s sustainability ambitions through student-led networking groups focused on helping each other in their career search.

Sustainable businesses and nonprofits look to UNC Kenan-Flagler for well-rounded and sustainability-minded graduates. Companies including GE’s Renewable Energy Leadership Program, Bank of America-Corporate Workplace, Self-Help Credit Union, Wal-Mart, and Teach for America have recently recruited from UNC Kenan-Flagler. The school’s reputation also draws top-name leaders of globally recognized enterprises pursuing sustainable initiatives such as the CEO of Duke Energy, the founding father of LEED, and the SVP of Sustainability from Wal-Mart Stores, Inc, all of whom visited this year.

UNC Kenan-Flagler students have the opportunity to partner with start-ups in the Business Accelerator for Sustainable Entrepreneurship, a business incubator for promising sustainable start-ups run by CSE, on consulting projects throughout the year. UNC Kenan-Flagler again hosted its national Sustainable Venture Capital Investment Competition this year, in which MBAs from around the country interacted with sustainable enterprise entrepreneurs and venture capitalists.

This year, Net Impact members participated in a career trek to the North American headquarters of Burt’s Bees to meet with the director of sustainability and a career trek to Bank of America and Duke Energy in Charlotte, North Carolina.

The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Net Impact Chapter Events
3. Career Services Staff

85% have been able to find a job or internship that to some degree fits with their values

UNC Kenan-Flagler provides strong support to Net Impact’s sustainability initiatives and empowers the club to provide sustainability resources to a large number of students. Resources provided to the club include facilities, marketing tools, and funding via the MBA student association.

The MBA program also acts as a resource to help practical sustainability initiatives reach important stakeholders on campus. One example is Net Impact’s initiative to “green” all MBA events through reducing waste, recycling, and composting. The Net Impact greening committee receives strong support from the administration via access to key stakeholders and their willingness try innovative solutions to reduce waste.

Applicants with social and environmental experience and goals are welcomed at UNC Kenan-Flagler and the administration is very supportive of dual-degree programs that join a business education with other competencies such as Public Health, Urban Planning, or Law. Admissions’ focus on strong sustainability applicants has allowed a strong and diverse community of sustainability-minded students to endure over the years.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 57% say they are satisfied

in extracurricular activities, 57% say they are satisfied

Prominent Alumni

Paula Luxenberg (2009) - Director of Operations, Divine Chocolate
Katherine Jenrich (2008) - Senior Energy Services Manager, Wal-Mart
Deb Parsons (2006) - Director Business Development, Investor’s Circle
Lisa Shpritz (2005) - Senior Vice President, Bank of America
Brad Sparks (2004) - Director, Sustainability Services, KPMG LLP

85% have been able to find a job or internship that to some degree fits with their values

n=46
UNC Kenan-Flagler is a place where students are putting sustainable enterprise into practice more and more each year. Net Impact and CSE are working to continue their strong tradition of growth in expanding the sustainable enterprise curriculum, engaging more student and faculty in the sustainability discussions, and strengthening the understanding of sustainable enterprise throughout the entire student body.

UNC Kenan-Flagler enables students to develop a solid background in sustainable business principles, join robust student and alumni sustainability networks, and get exposed to leaders in sustainability thinking. Net Impact is the largest student organization at UNC Kenan-Flagler and has a large presence in the MBA experience. UNC Kenan-Flagler should be considered by students seeking a well-rounded sustainability curriculum with ample opportunities to get involved in specific functional areas.

### REASONS TO ATTEND

| 60% | strongly agree that Net Impact members are adequately prepared for socially responsible leadership |
| 19% | strongly agree that all students are adequately prepared for socially responsible leadership |

Regarding preparation for ethical and socially responsible leaders:

n=46

---

300 Kenan Center Drive, Chapel Hill, NC 27599, USA • Phone: +1 919-962-3236 • Email: mba_info@unc.edu
http://www.kenan-flagler.unc.edu/
The Mendoza College of Business MBA is noted for its innovative teaching in the area of problem solving and for its emphasis on personal and corporate ethics as well as social responsibility. Whatever the subject matter in a given class, students can count on the professor to throw a moral curveball that makes them all question what they believe. A fun by-product is that classes regularly turn into heated debates that really raise the energy of the entire MBA program.

It is a graduation requirement for all MBA students to take at least two courses on business ethics and corporate responsibility. The core of this requirement is the Foundations of Principled Business Conduct course which covers sustainability in great detail. Articles on the business case for sustainability by Joseph DesJardins and a case study on Herman Miller were the main sustainability emphases of the course.

This year, the college offered the Berges Lecture Series open to the entire university, featuring senior executives speaking on their experiences of the ethical dimensions of business. Distinguished business men and women talked about how their corporations had incorporated ethics and sustainability into their businesses and offered advice on how to do this successfully. Speakers included the CEO of US Cellular, the Former CEO of Coca-Cola Company, and the CEO of Veridian, among others.

There are various other elective ethics courses that address CSR themes, such as Globalization and Multinational Corporate Responsibility, Ethics in Finance, Marketing Ethics, International Business Ethics, Corporate Citizenship and Sustainability, and Spirituality in the Workplace. Almost all core and elective courses incorporate responsible business practices and other relevant ethical considerations into case studies. Courses such as Problem Solving, Strategic Decision Making, Investments, Brand Strategy, Organizational Consulting, and several corporate communications classes involve cases and daily thought exercises on how certain decisions and outcomes will affect the social aspect of a business. Additionally, within the last academic year, the college has hired two new professors whose primary focus is on sustainability and corporate responsibility.

Beyond the MBA program, the University of Notre Dame has a multitude of faith-based and community service associations. Specifically, the Kroc Institute for International Peace Studies, the Kellogg Institute for International Studies, and the Center for Social Concerns all incorporate the university’s social values statement into a myriad of courses and programs. The Institute for Ethical Business Worldwide plays a large part in ethics...
classes and social programs. Additionally, the benefits of having a small program is that professors are able to collaborate with each other, meaning that specializing professors are able to discuss social business issues with ethics professors in order to best intermingle the appropriate aspects of social business into their courses.

STUDENT ACTIVITIES

The Net Impact chapter at Notre Dame is a flagship of community involvement in the MBA program. More importantly, it is a motivational force for all student activity groups to get involved. This year, at the urging of the Net Impact chapter, all student groups have agreed to organize at least one event that benefits the community or otherwise addresses environmental or social justice concerns. Whether it is the MBA student government hosting a fundraiser for the Haiti Earthquake relief effort or the marketing club organizing a symposium on “the role of sustainability in marketing,” all the student activity groups appear to freely support Net Impact.

At times it seems like the themes Net Impact members support are so prevalent in the student groups here that one may start to question the chapter’s relevance. But Net Impact is the motivational force behind much of people’s enthusiasm for their clubs activities benefiting the greater good, which is something to be proud of.

This year, for the first time, Mendoza has created a position that straddles both the Net Impact leadership team and the student government as a vice president of corporate social responsibility. Clearly, Mendoza is a place where everyone agrees that CSR deserves a prominent place at the table whenever decisions affecting the student community need to be made. This position has also boosted the activities of Net Impact to a higher level in that members are reporting directly to the elected officials of the student body.

The school’s career services are already involved in many initiatives to connect MBAs with nonprofit organizations, but there is a lot of potential to expand this offering. The internal website, Careerlink, provides a dashboard for internships and job offerings from nonprofit organizations. Students can view and also apply for such jobs through this website.

The program is well-known among entrepreneurs and corporations for its socially responsible business focus. There are numerous conferences and seminars held throughout the year to help advance this focus.

The career website, career services, opportunities to network with alumni, and current students who have experience working for nonprofits all serve as resources available to members interested in social entrepreneurship, nonprofit management, and environmental sustainability. Some of the faculty focus exclusively on CSR and have a wealth of contacts they are more than willing to share. Students also use the Net Impact job board extensively to look for and apply to nonprofit jobs and internships. Additionally, students typically go on career treks to the East Coast and the West Coast every year, visit companies, attend presentations, and have an opportunity to network with them.

While it has not yet been finalized, there is an active effort underway for students accepting low-paying or non-paying internships with nonprofits that would provide a stipend to supplement their income. Also, as of now, loan forgiveness for graduates entering the nonprofit
In terms of the curriculum, Notre Dame has played a leadership role in the PRME initiative. This curriculum development project provides a framework for academic institutions to advance the broader cause of corporate social responsibility and incorporate universal values into curricula and research. Due to the high ethical standards and incorporation of social responsibility into all courses and business aspects in the MBA program, it is only natural for the Mendoza College of Business to be part of the PRME initiative.

Beyond the classroom, the Mendoza MBA really shines. The Net Impact chapter has made a strong commitment this year to be more aligned with the national and international Net Impact network. The chapter has participated in more calls and had over 30 attendees at the National Conference in 2009. Additionally, Notre Dame faculty hosted two hugely popular presentations at the conference. The chapter reached out to the nearby Chicago professional chapter and laid a strong foundation to participate with them in more events, thereby increasing the networking potential of Net Impact.

The Mendoza Net Impact chapter has also begun to mentor a burgeoning undergraduate chapter at Notre Dame, expected to be formally founded in fall 2010. A potential applicant to the program should make an effort to focus their attention on a particular population. The group has a broad reach, and it can be easy to get spread too thin. New applicants should come to us with a plan in mind—whether they want to affect change in the curriculum, organize club activities, initiate campus greening initiatives, or make a positive impact in their community, they will maximize their effectiveness by choosing one theme and focusing on it.
Regarding preparation for ethical and socially responsible leaders:

- **11%** strongly agree that Net Impact members are adequately prepared for socially responsible leadership.
- **31%** strongly agree that all students are adequately prepared for socially responsible leadership.

n=48
At Lundquist College of Business’ (LCB) Center for Sustainable Business Practices (CSBP) at the University of Oregon (UO), students can earn an MBA tailored to sustainable management. The curriculum emphasizes advanced operations and quantitative methods as well as exposure to cutting-edge managerial theory. This coursework is combined with an experiential learning component consisting of student-managed consulting projects for leading businesses and organizations in the sustainability sphere.

In the first year, classes offered range from Sustainable Business Development to Perspectives on Nature and Society to Sustainable Supply Chain Management. In addition, the CSBP leads a sustainable business seminar throughout the year that brings in guest speakers and explores the topics of sustainability in more depth.

During the second year, MBA students take Industrial Ecology, Life Cycle Analysis and Reverse Logistics, Environmental and Resource Economics, and Environmental Law for Managers. Students also complete a nine-credit experiential project for an industry client with active support from the CSBP and member faculty.

Dozens of experiential projects have aided such organizations as Clif Bar, Hewlett-Packard, Intel, Flexcar, etc. Students also can choose from an array of electives in disciplines such as economics, public policy, nonprofit management, advertising, environmental studies, marketing/branding, and dispute resolution. Students can take advantage of the university’s world-renowned green chemistry program, the Technology Entrepreneurship Program, or the environmental/natural resources law center. They can even earn an MBA and a law degree concurrently in just four years.

Each spring, the CSBP hosts the Portland Green Business Initiative Symposium in conjunction with the UO Law School. The CSBP has developed close relationships with dozens of leading sustainable private and public sector organizations in Oregon and the Pacific Northwest. Students have several opportunities during the year to participate in study trips to hear presentations by executives and thought leaders in sustainability.

The UO faculty are conducting research on many dimensions of sustainability, from cradle-to-cradle product management to strategic environmental certification, influencing the discussions both in academics and in corporate boardrooms. Their work is demonstrated in research publications, comprehensive case studies, and tools that businesses use.

The UO offers sustainability-minded students a strong combination of classroom and applied learning oppor-
The UO Net Impact program is the most active student group in the UO MBA program. A large portion of members and non-members participate in Net Impact social and educational events. UO Net Impact is characterized by its inter-disciplinary interactions with sustainability-focused student groups in the School of Law, Architecture, and Planning, Public Policy and Management. This interaction exposes students to diversity of thought and discipline, which is useful when applying sustainable business concepts in the real world. The UO Net Impact members are passionate about sustainable business practices, hosting and participating in an array of educational events and activities.

A few of the UO Net Impact event highlights include:

- Sustainable Business Symposium, “Green Behind the Scenes”: This conference was put on in conjunction with the law school. Panelists included prominent Northwest business leaders and policymakers. Panel discussions focused on the regulatory requirements for building sustainable cities, deploying ARRA funds to leverage job creation and transform energy systems, and building the business case for renewable energy.

- Net Impact Annual Conference: In 2009, the UO Net Impact provided scholarships for four members to attend Net Impact’s national conference in Ithaca, NY. These members participated in break-out sessions, panels, and after-hours events. They made valuable contacts with peers and business recruiters. Upon returning to Oregon, they made a presentation to the MBA student body discussing their experiences and sharing the knowledge they had gained.

- Green Drinks Social Series: This is a cross-disciplinary social event organized monthly that includes members of Eugene’s sustainable development community as well as students from various sustainable student groups. These events provide students with a venue to exchange ideas with like-minded people in different disciplines.

- Green Business Inititative (GBI): This graduate student organization is composed primarily of students at the UO School of Law. The UO Net Impact frequently hosts joint events with GBI, building relationships, and engages in intellectual discussions about economic transformation at the local, regional, national, and international level.

- Camping and Yurting: The UO Net Impact hosted a winter yurting trip on the Oregon coast. This action-packed outdoor adventure and networking opportunity featured a BBQ and a moonlit plunge into the chilly waters of the Pacific Ocean!

- Case Competitions: Many first and second year students compete and participate in case competitions, gaining valuable case analysis and problem solving skills and experience.

- Green Professionals Conference: Students attended one of Portland’s largest sustainable business conferences, getting the opportunity to learn from business leaders.

CB’s career services have three active career advisors who are focused on supporting career opportunities for students interested in sustainable business, CSR, and nonprofit management positions. The LCB Career Services and the CSBP host career treks each year to Portland, Seattle and San Francisco where students get the opportunity to meet with industry leaders and business professionals.
These trips provide students not only with the opportunity to meet business leaders from top companies, but also to understand the culture of different organizations as well as gain better insight into working life across industries. A highlight from the San Francisco and Seattle career trips were opportunities to meet the top CSR officers and managers from prominent companies like REI, Gap, and Starbucks, and get insight into their problems and visions for a sustainable future.

LCB career services also hosts periodic networking events for students interested in careers with a social and environmental focus. Alumni and other business professionals are invited to give presentations and meet students in a round-table discussion format.

The most helpful career resources in a job/internship search are:
1. Career Services Staff
2. Career Center Events
3. Career Center Job Postings

46% have been able to find a job or internship that to some degree fits with their values

The UO’s CSBP embodies the progressive business values of sustainability and builds leaders who know how to balance the social, environmental and economic dimensions of sustainability. Students know that in order to play hard, they must work hard to preserve the natural resources that make the Northwest such a great place to play. Sustainability at UO is not a new concept – it is in the DNA and part of the school’s heritage.

The strengths of the program include unique and innovative curricular offerings delivered in a personalized way. Small class sizes as well as a strong emphasis on experiential learning permits exceptional access to faculty and practitioners. Students address real-world issues and develop excellent teamwork, leadership, and advanced problem-solving skills.

Students who are interested in working side by side with leading professional innovators in a variety of sustainable business segments are recommended to join this program. Students who want to attend a school that is located in an area with clusters of existing businesses with a sustainability focus should also consider LBC.

The CSBP’s Managing Director, Tom Osdoba, brings over 20 years of industry experience in sustainability. In coordination with faculty, he ensures that students move beyond theory to application. Numerous opportunities exist for students and Net Impact members to pursue independent study, attend conferences, host events, and meet thought leaders in the field of sustainability.
### Reasons to Attend, continued

Regarding preparation for ethical and socially responsible leaders:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>Strongly agree that Net Impact members are adequately prepared for socially responsible leadership</td>
</tr>
<tr>
<td>Under 10%</td>
<td>Strongly agree that all students are adequately prepared for socially responsible leadership</td>
</tr>
</tbody>
</table>

n=25
Wharton’s curriculum around social impact is growing dramatically, with new courses offered each year. The core curriculum includes social impact cases in many of its classes. For example, the marketing class includes a case discussion about blood diamonds and Tiffany’s responsible sourcing practices. The global strategy class includes a case discussion about Starbucks and its approach to corporate social responsibility. The program also has an entire core class devoted to business ethics.

In addition to the core curriculum, there are a number of electives in social impact at Wharton, including Social Impact & Responsibility, Strategies for Economic Inclusion, Environmental Sustainability & Value Creation, and Social Impact of Marketing, to name a few.

There are also related courses in other schools at the University of Pennsylvania (Penn) that MBA students can take, such as Nonprofits and Social Entrepreneurism, Fundraising for Nonprofit and Government Organizations, Auditing Government Performance, and more.

In addition to Wharton’s course offerings, Penn has a number of different programs and organizations on campus accessible to students. Some of them include the Carol & Lawrence Zicklin Center for Business Ethics Research, the Center for High Impact Philanthropy, the Center for Leadership and Change Management, and the Initiative for Global Environmental Leadership. These would be of interest for students seeking additional resources to better understand and resolve social and environmental issues in business.

A number of guest speakers have been invited to Wharton, including Muhammad Yunus, Bobby Turner, Katherina Rosqueta, Magic Johnson, and more. Published research papers concerning social impact can be found at: http://wwwdev.wharton.upenn.edu/edu09/social/knowledgewharton-articles.cfm

Founded in 1999, Wharton Social Impact (WSI), Wharton’s Net Impact chapter, continues to gain increasing momentum. Currently, its membership has reached nearly 250 students. WSI aims to promote knowledge sharing and foster a strong social impact community at Wharton. The chapter is creating specialty groups around education, social entrepreneurship, social finance and investing, environmental sustainability, international development, and corporate responsibility to create smaller, more focused communities.

Among WSI’s main activities is the annual Social Impact Conference, with panelists representing major organizations such as the Gates Foundation, Acumen Fund, the Clinton Foundation, CalPERS, Charity Navigator, Gray Ghost Ventures, and many more. The chapter also organizes annual career treks; a speaker series which recently involved David Kyle from GrayGhost Ventures, Bruce Cahan from GoodBank, and Anne Mahlum from Back On My Feet; community-building events including several rounds of small group dinners, two yearly formal social events, and numerous informal dinners throughout the year; and case competitions such as the DCPS case competition and the Aspen Institute’s 2010 Business & Society International MBA Case Competition.

Beyond WSI, Wharton student clubs provide opportunities to make an impact in the local community and around the world.

The Wharton Social Venture Fund is a small club of
students hired by social investment firms to conduct due diligence on potential investment opportunities.

Wharton International Volunteer Program (WIVP) sends teams of Wharton students to developing countries each summer for two to four-week consulting projects with small NGOs. WIVP organizes many social events during the year (including Wharton's annual Winter Ball), and derives much of its financial support from the student body. First-year students apply to be one of the 60 members accepted into the program each year.

Wharton Community Consultants (WCC) provides consulting and advisory services to nonprofit and community organizations throughout the Philadelphia area. The organization is managed entirely by Wharton MBA and undergraduate students who volunteer their time on behalf of the club.

The Nonprofit Board Leadership Program (NPBLP) strives to create an experiential learning environment for students by placing them on the boards of local nonprofits. NPBLP provides second-year MBAs with a greater sense of how their leadership skills can be used to make a significant contribution within the nonprofit sector.

Wharton International Development Club helps students learn more about international development through a tailored microfinance course and speaker series.

A number of other community service programs (Rebuilding Together, Say YES to Education, BIZ World, and others) provide additional opportunities for students to serve throughout the academic year.

Wharton supports MBAs going into careers in social impact and public interest through a variety of programs, some of which are run by the administration and some by the students.

The MBA Career Management devotes two full-time resources to help connect students with employers in social impact and public interest. Organizations that recruit on campus include Education Pioneers, Endeavor, the Clinton Foundation, and the International Finance Corporation. Wharton students have found employment with these organizations, as well as the Gates Foundation, the Inter-American Development Bank, Grameen Banks, IDEO, Dalberg Global Development Advisors, the Schwab Foundation, Endeavor, Ashoka, Education Pioneers, Core Innovation Capital, and Rubicon, among others.

WSI also organizes career treks, visiting organizations such as Acumen Fund, RiskMetrics/Innovest, the Robin Hood Foundation, Nonprofit Finance Fund, and SeaChange Capital. The International Development Club also ran a trek this year visiting the World Bank, and hosted panel discussions with the Grameen Foundation, FINCA International, Dalberg Global Development Advisors, Technoserve, Booz Allen Hamilton, Small Enterprise Assistance Funds (SEAF), Emerging Capital Partners, and the Overseas Private Investment Corps (OPIC).

Additional resources include a one-on-one social impact alumni mentorship program set up through WSI based on students' and alumni's fields of interests, as well as a wealth of resources catalogued by Wharton's Lippincott Library regarding research on public interest and social impact issues.

Wharton also financially supports internships in social impact through the Summer Public Interest Fund (SPIF), a program that asks students to contribute 1% of their summer salaries to help support their classmates working in public interest. Wharton matches these donations up to $30,000 and also offers a loan forgiveness program for individuals committed to working full-time in the social sector.

The Wharton administration is increasingly supportive of social impact, demonstrated by its hiring of a full-time resource person and allocating a well-respected faculty member to lead Wharton’s Program for Social Impact three years ago as its Vice-Dean. Currently the school is discussing hiring a third resource person to increase coordination among social impact initiatives and to foster program growth.
The administration also supports programming and events, including sponsoring ten students to attend the Net Impact Conference this year, increasing its matching of social impact internship subsidies to $30,000 this summer, and establishing a “doing good while doing well” speaker series that kicked off with Magic Johnson. Furthermore, the administration is increasingly open to student input, including students on a steering committee to increase initiative coordination, soliciting student leadership for help in defining Wharton’s vision for social impact, and allowing the students to drive the redevelopment and content of the website.

**REASONS TO ATTEND**

Most of the social impact programs require students to really get involved with organizations in the field. Through these experiences, students learn about the content of the work and also develop leadership and teamwork skills. Additionally, the social impact community and alumni network at Wharton is extremely strong. Because of the lasting impact and growing size of this community, alumni are very willing and open to supporting and guiding MBAs.

With nearly 250 members, the Net Impact chapter is among the largest clubs at Wharton. The chapter is able to create smaller communities around people’s specific passions (e.g., education and international development), enabling them to build a strong network and learn from passionate classmates and guest speakers. Furthermore, the school’s increasing administrative support of two full-time resources is allocated to supporting social impact initiatives.
The Simon School and Simon Net Impact chapter offer guest lectures and presentations on sustainability and corporate social responsibility (CSR) throughout the year to help integrate these themes into the curriculum. Most students do not come to Simon to study alternative-MBA topics or follow careers in those industries. For those who are interested, however, Net Impact is a way for them to explore those issues. A group of four or five students is currently working with the administration to incorporate one case on sustainability into each core class, which is a project that will take a few years to implement.

Most Simon students are interested in “doing good,” and the Net Impact chapter, though small in size, has many people who inquire about its activities and support them. Most Simon students who join professional clubs that focus on the concentrations they study also participate in the chapter’s one-day events or attend presentations.

Some of the chapter’s key events include the Thinking Outside the Box career panel, which includes a morning and afternoon panel discussion, lunch with a keynote speaker in the field, and a networking reception; a softball tournament fundraiser; and a community volunteer day, for which the chapter collaborated with Simon Volunteers to implement. The Net Impact chapter also worked with University of Rochester to green Simon in an effort to incorporate more sustainability education into the curriculum and is currently working with Xerox to improve printing efficiency and reduce paper waste.

Simon also has a program called VISION Connect that is a skills-based volunteer project for nonprofit organizations in the city of Rochester. There is a lot of potential for the program to grow and attract more students.

Career Management Center (CMC) advisors work with club leaders such as Net Impact for identifying CSR positions and passing that information to other students. Because Rochester is a smaller school, the CMC is able to provide customized career counseling that is tailored to each student’s background and interests. However, most students looking for Net Impact-related jobs find opportunities through their own networking.

The Simon Net Impact Chapter is small, but members work hard, and each year the chapter receives a few more students who want to go into these career fields. The main goal as a chapter is to get a little stronger and become more active each year. While there is not a heavy emphasis on social topics at Rochester, there is great opportunity for people who want to follow traditional-MBA careers with an interest in CSR and sustainability.
To develop socially responsible leaders, issues of sustainability and ethical thinking are incorporated throughout the curriculum and are the focus of the several required courses at USD. These courses are related to Corporate Governance and Values, Peace Through Commerce, Ethical Leadership in Organizational Behavior, and International Legal and Social Environment of Global Business. Through these courses, all students are exposed to the great opportunities that exist in using business as an agent for change. Students may chose to pursue a CSR emphasis by completing additional courses that have a social or environmental focus.

In the spirit of action learning, MBA program participants are required to complete community service activities assisting others with their business skills. They have the opportunity to participate in an international consulting project each year targeting business development and wealth creation at the base of the pyramid. In 2008, the project was in Uganda to assist an NGO in developing sustainable business initiatives with the local community.

Faculty bring significant experience to CSR-related classes. For example, Business at the Base of the Pyramid is taught by Dr. Patricia Marquez, who also taught at IESA Business School in Caracas, Venezuela prior to coming to University of San Diego (USD). Dr. Marquez’s current research is on the role business can play in alleviating poverty worldwide. She is an active participant of the Social Enterprise Knowledge Network (SEKN), coordinating SEKN’s research project, “Market-Based Poverty Reduction in Iberoamerica” (2005-2009). Dr. Marquez invited Chris Crane, former CEO of Opportunity International, to speak in her Business at the Base of the Pyramid class, which provided an excellent real world example of an organization devoted to social change.

USD is currently working to join together like-minded students from different programs. The school has recently launched the Responsible Enterprise Initiative (REI), a collaborative effort between the school of business administration and the Joan B. Kroc School of Peace Studies to prepare new generations of “change makers” who develop and exercise innovative approaches for achieving the “triple-bottom line” – people, profit and planet. REI’s role is to contribute in creating new enterprise paradigms and solutions that foster peace-building and poverty alleviation through courses, scholarship, enterprise development, active engagement with multiple stakeholders, and the promotion of good governance. The leaders of Net Impact have worked closely with REI to identify opportunities for collaboration, and this association will greatly benefit both groups.

Lastly, USD demonstrates a commitment to the ideals of Net Impact by sponsoring students to attend the annual conference.

The USD MBA program is experiencing exciting growth, with many promising collaborations developing between various student groups and organizations.

The USD MBA Net Impact Chapter has worked on several collaborative events with the other local Net Impact chapters. As a small school, this has been very helpful from a networking perspective. Prior to the 2009 con-
ference, the three San Diego-based graduate chapters planned a happy hour meeting to network.

All USD MBA students are required to complete two community service activities before graduating. In an effort to plan an event that would appeal to the whole student body, the USD Net Impact Chapter planned an event with speakers from the local nonprofit community seeking volunteers.

The USD Net Impact Chapter has recently joined with the undergraduate chapter to plan campus events. This collaboration will help boost event attendance and allow for inter-program networking. Chapter leaders have also collaborated with the undergraduate Micro Finance Club by attending meetings and events.

USD has recently launched as Sustainability Task force, devoted to campus greening and providing a platform for the communication of sustainability efforts on campus. The new student center, which opened in 2009, is a LEED Silver certified building, and the school has entered a power purchase agreement (PPA) to have solar panels installed throughout campus. These panels will generate up to 15% of the schools power and demonstrate a firm commitment to sustainability.

CAREER SERVICES & ALUMNI

Career services at USD works with students on an individual level to help them find meaningful internships and employment.

Career services works with other departments at USD to organize green job panels and information sessions. Job opportunities are sent out via email weekly, and positions in sustainability are highlighted. USD also maintains an internal job listing portal that occasionally has social or environmental positions.

A fund has been established to support students who are engaged in unpaid internships, often at nonprofits. This fund is a new development, and another sign of the growth in the USD MBA program.

Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nick Zangari (2010)</td>
<td>SDG&amp;E</td>
</tr>
<tr>
<td>Virginia Snyder (2008)</td>
<td>Associate Manager, CA Solar Initiative, CA Center for Sustainable Energy</td>
</tr>
<tr>
<td>Emma Leggat (2008)</td>
<td>Fellow, Hitachi Foundation</td>
</tr>
<tr>
<td>Pam Salgado (2008)</td>
<td>First Five of San Diego</td>
</tr>
</tbody>
</table>

ADMINISTRATIVE SUPPORT

USD faculty is engaged in a variety of projects with a social or environmental impact and are consistently available to assist students as necessary.

REASONS TO ATTEND

USD MBA is ranked 21st worldwide and is the highest ranked program in southern California for incorporating sustainable and socially responsible best business practices into the curriculum and faculty research, according to the Aspen Institute’s 2009-2010 edition of Beyond Grey Pinstripes.

The MBA program at USD is in the midst of strong growth, and many exciting collaborations have been initiated over the past year between USD Net Impact and the following groups;

- San Diego State Net Impact
- University of San Diego Net Impact
- SD Professional Net Impact
- USD undergrad Net Impact
- USD undergrad Micro Finance Club
- USD Responsible Enterprise Initiative
- USD Net Impact has great growth potential and is excited to see what lies ahead!

5998 Alcalá Park, San Diego, CA 92110, USA • Phone: +1 619-260-4860 • Email: mba@sandiego.edu
http://www.sandiego.edu/business/
The University of San Francisco’s (USF) School of Business and Professional Studies curriculum is founded on basic Jesuit principles of social justice and service, and those principles can be found throughout the MBA program. While the coursework is not religious, professors are expected to weave concepts such as ethics and social responsibility into their lessons regardless of subject matter. In addition, core classes such as Leadership, Understanding Organizations, and Ethics & Social Responsibility in Business focus more exclusively on the instruction of ethical decision-making and social awareness.

After completing core courses, students have the opportunity to take electives such as Issues in Social Responsibility, Microfinance, Sustainable Business Models, and Environmental Financial Disclosure. A recent restructuring of the curriculum has resulted in students starting their elective coursework before the end of their first year and having the opportunity to take a greater number of electives than in years past. Finally, the school is known for its entrepreneurship program, which encourages students to get involved in business plan competitions for social ventures.

A dual MBA Masters degree in Environmental Management is available at USF and can be completed within two to three years. Furthermore, MBA students are permitted to take non-MBA graduate courses in the university (such as nonprofit management and environmental science) and apply those credits toward their degree. In addition, students with an interest in specific environmental or social subjects can do independent study or research with the supervision of a faculty member.

Since USF is a small university, students develop close relationships with the faculty, a number of whom have contacts in the nonprofit sector and in social entrepreneurship. “The great student/faculty ratio and small classes facilitate fascinating dialog in the classroom setting,” a student says. The chapter also has a close relationship with the dean, who is very supportive of its efforts and the value of having such a strong “outward facing” organization at the school.

The USF MBA program administration also organizes speaker panels, featuring staff from organizations such as Kiva, Progress Financial, and FACE AIDS. The School of Management’s alumni society also sponsors a speaker series, which has featured speakers from the clean technology industry.

Program’s strengths:
1. Social Finance, Microfinance
2. Social Entrepreneurship
3. Nonprofit Management & Philanthropy

38% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
33% are satisfied with the number of courses offered that include social or environmental issues

Number of students: 290
28% of BPS students are Net Impact members
30% of those members are “very active”
40% are “somewhat active”

This chapter in three words: Ambitious, Prolific, Diverse
Chapter leaders: Arash Bayatmakou, Sabeen Ahmad

San Francisco has a vibrant nonprofit and social enterprise landscape.
The USF Net Impact chapter is actively involved with enriching all students’ experience and strives to collaborate with various clubs and activities in order to provide an outstanding and rewarding experience for all MBA students. The chapter takes advantage of the Bay Area as a hub for nonprofits and engages USF Net Impact members with these organizations through the Board Fellows program. This program has been extremely successful and continues to grow as we seek more nonprofits with whom to collaborate.

The chapter recently initiated its campus greening initiative and has made significant impacts already with the following achievements and projects: retrofitting all water fountains to make them more friendly to reusable bottles; increasing and improving existing composting efforts on campus; using effective visual design and signs to reduce use of paper towels and other natural resources; and moving forward with an initiative to abolish all bottled water sales on campus.

The USF Net Impact chapter has collaborated with other USF MBA clubs and organizations and has demonstrated a commitment to cooperation and learning. The chapter has hosted events with the Entrepreneurship Club regarding successful social entrepreneurs, organized lectures and guest speakers with the Microfinance Club, teamed up with Challenge for Charity to provide incoming MBA students with a day of service to the community, participated regularly in Green Team meetings, and continued to seek new partnerships and meaningful dialogue with many other student clubs on campus. Additionally, the chapter has recently started to share events and information with Net Impact groups from other universities in the Bay Area and exchanged meetings, conferences, and lectures with the larger Net Impact network.

The student body certainly looks to USF Net Impact as an educational resource and guide to more sustainable living. It is constantly in dialogue with the students, faculty, and administration to do everything it can to enlighten, educate, and inform students about socially and environmentally responsible practices in both academics and personal life.

### Activity of Net Impact compared to other clubs:

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
<th>52% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above Average</td>
<td>20-40% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

### Prominent Alumni

- Lindsey Held Bolton (2008) - Senior Director of Sustainability & Global Communications, SAP
- Oren Jaffe (2005) – Director of Sustainability Consulting, Blue Map, Inc.

The MBA Director of Career Services is eager to assist students in finding internships and jobs with a social or environmental focus. Given the smaller size of the program, the career services department is readily accessible to students interested in receiving more guidance and feedback on their career development. Career services has ready access to a list of alumni and other contacts who work in corporate social responsibility or sustainability and will connect students with those people for informational interviews or job leads.

Career services sponsors speaker panels focusing on careers in corporate social responsibility and sustainability. In addition, speaker panels on topics such as consulting or marketing often feature students and alumni who have worked in CSR or “green” sectors. In the middle of the fall and spring semesters, the MBA program sponsors a career development week, which features networking events and job fairs attended by representatives of companies and nonprofits looking to hire MBAs with an interest in Net Impact’s core values.

Career services also maintains a job board website, which routinely features job listings with environmental or social themes. In addition, USF’s MBA program is home to a noteworthy entrepreneurship program that exposes students to business plan competitions, including those that focus on social entrepreneurship.
The administration at the USF’s School of Business and Professional Studies is extremely supportive of USF Net Impact and deeply committed to leveraging the power of business to change the world. They make themselves available for discussions and are very open to suggestions. They also actively engage in discovering solutions to students’ interests in the area of social and environmental impact. The dean is particularly supportive of the mission of the chapter. The school offers classes such as *Sustainable Business* and is open to curriculum change suggestions according to student interest. “Our MBA program is open to any constructive feedback to make our program better,” says one student. This means “students could make positive change in terms of [a] CSR curriculum while in the program.”

The administration also helps as much as possible in providing resources to hold and promote events. Students are supported by the administration in supplementing their traditional MBA classes with those provided in areas such as environmental management or nonprofit administration. Finally, the school administration provides some grant money to pay for students’ registration at conferences such as the Net Impact Conference or the Global Social Venture Conference.

**REASONS TO ATTEND**

USF’s MBA program stands out for its prime location in the dynamic heart of socially and environmentally conscious San Francisco, its collegial environment, and its fundamental values of social justice and service. Students interested in Net Impact’s values will find themselves at home in the USF MBA program, as there are ample opportunities within the coursework, extracurricular activities, and internships to grow a career in the worlds of social responsibility and sustainability. In addition, USF’s smaller size allows students the opportunity to become a strong leader for positive change within the program. The Jesuit background provides a basis for learning that already incorporates Net Impact values. If a student wants an intimate program that is inherently socially aware, USF is the place for them.

### ADMINISTRATIVE SUPPORT

<table>
<thead>
<tr>
<th>The most helpful career resources in a job/internship search are:</th>
<th>63% have been able to find a job or internship that to some degree fits with their values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Career Services Staff</td>
<td>n=21</td>
</tr>
<tr>
<td>2. Alumni Network</td>
<td></td>
</tr>
<tr>
<td>3. Net Impact Chapter Events</td>
<td></td>
</tr>
</tbody>
</table>

**Regarding the administration’s commitment to including social and environmental themes...**

- 63% say they are satisfied in the curriculum.
- 53% say they are satisfied in extracurricular activities.

**Regarding preparation for ethical and socially responsible leaders:**

- 25% strongly agree that Net Impact members are adequately prepared for socially responsible leadership.
- 10% strongly agree that all students are adequately prepared for socially responsible leadership.

n=21
Seven Degrees of Difference

At the University of San Francisco, business ethics and social responsibility aren’t new concepts to us. As a Jesuit institution they’ve been at the core of our approach to business education since our inception.

We offer seven outstanding MBA programs that integrate issues of ethics and social responsibility throughout the curriculum. Additionally, classes such as Sustainable Business, Microfinance, and Ethics & Social Responsibility in Business focus specifically on ethical decision-making and social awareness.

Are you ready to make a difference?

talk with us
www.usfca.edu/mba | mba@usfca.edu | 415.422.2221
While the University of Southern California’s (USC) Marshall School of Business does not significantly incorporate social and environmental themes into its core curriculum, it does provide students with numerous opportunities to study social and environmental business through electives, club-sponsored learning events, guest speaking engagements, and opportunities to take classes across numerous disciplines. Marshall’s core curriculum is focused on ensuring a common breadth of knowledge across all business disciplines. Social Entrepreneurship and Social Enterprise, Business Field Project in Entrepreneurship, and Ethical and Social Issues in Business courses are offered and are slowly growing in popularity. There is significant student interest and involvement in trying to include more social and environmental themes into the curriculum, but change can be slow, especially during slow economic times.

In October of 2008, Marshall launched the Society and Business Lab (SBL), a center of excellence led by Adlai Wertman focused on bringing innovative business resources to global community needs. The SBL has worked closely with the Net Impact chapter to put on events such as a Lunch and Learn with USC’s Sustainability Coordinator, Matt Oden. USC is also home to the Wrigley Institute for Environmental Studies, which does a lot of research on environmental impact, and the USC Energy Institute, led by Dr. Mark Bernstein, which focuses on energy policy. Launching in 2010 is VentureBuild, a team-oriented online learning environment for social entrepreneurs developing new business ventures that address social or environmental problems. The goal of VentureBuild is to provide the education and collaborative environment that social entrepreneurs need to test the feasibility of their ideas and strategically plan the next steps of launching their social or environmental ventures.

There are some professors at Marshall who integrate social and environmental themes into their classes by discussing successful social entrepreneurial ventures that have achieved double or triple bottom lines. “We are relatively new compared to other schools as far as sustainability is concerned, but there is a growing interest, and we are continuing to drive awareness to the program,” a student comments. Students can take up to nine units outside of Marshall during their time in the program. As a result, students are encouraged to take advantage of other programs on the USC campus including, but not limited to, the Viterbi School of Engineering, the USC School of Policy, Planning and Development, the USC School of Social Work, and the Annenberg School of Communications. Each of these programs offers courses with social and environmental themes surrounding their particular disciplines. The Viterbi School of Engineering, in particular, offers classes on topics such as power generation and distribution and environmental sciences taught by professors from the USC Wrigley Institute for Environmental Studies.

### AT A GLANCE

- **Number of students:** 431
- **25%** of Marshall students are Net Impact members
- **30%** of those members are “very active”
- **65%** are “somewhat active”

**This chapter in three words:** Innovators, Leaders, Passionate

**Chapter leaders:** Molly Larson (molly.larson.2011@marshall.usc.edu); Amy Endemann (amy.endemann.2011@marshall.usc.edu)

### CURRICULUM

There are numerous student organizations at Marshall that attempt to teach students how to use business for social and environmental impact. Net Impact is the largest student organization that seeks to inform students about social and environmental themes. “Net Impact members are very well connected and very pas-
sionate about making a difference,” a student explains.

Members noted that more students, faculty, and administrators attended the 2009 Net Impact Conference than ever before. There would have been even more USC attendees if the event did not sell out.

To harness the energy of the student body, members are currently rolling out numerous new initiatives including a student-run bi-monthly education series for club members, employer site visits, and various networking events. The director of education at the Society and Business Lab, in conjunction with Marshall Net Impact, has largely taken up the curriculum change and educational efforts. Net Impact Service Corps, a pro bono nonprofit consulting initiative, has been up and running for several years at Marshall. This year, members can boast the highest participation rate in the history of the program. They are currently serving five nonprofits in Los Angeles.

One of Marshall Net Impact’s key events is Sustainability 501, a large speaker panel featuring leaders in CSR, renewable energy, and emerging green technologies. Sustainability 501 attracted not only USC students, but also Net Impact members from universities throughout southern California.

Net Impact is also involved with a Green Cleaning Pilot project. Working with Matt Oden, the campus sustainability coordinator, the Sustainability Committee of Marshall Net Impact has been assisting with constructing a model for Green Cleaning as outlined under LEED Existing Building guidelines. The Green Cleaning project will also affect the two new buildings currently under construction on campus.

Marshall Net Impact is connected to all sustainability-related organizations on the USC campus. Recently a mentorship program called Bridge was formed, pairing up graduate and undergraduate Net Impact members on the USC campus to network and share ideas. The chapter has a unique position on its leadership board dedicated to forming and leveraging relationships with other organizations on campus. This networking helps to expand Net Impact and establish USC as a leader in providing interested students with outlets to learn about social and environmental issues and developing their careers in related industries.

**CAREER SERVICES & ALUMNI**

USC’s renowned Trojan Alumni Network contributes greatly to its position as a top 20 MBA program. Alumni are characterized as very approachable and willing to do what it takes to get you to the next level in your career. As more Marshall students take on internships and full-time jobs in these industries, this network will continue to grow and contribute to incoming students with similar ambitions.

According to one student in the class of 2011 who left his job as a consultant to pursue a career in renewable energy, “I contacted a number of second-year students that had internships in energy and alumni currently working in the industry. I’d make three calls, and discover that my list of contacts has grown to ten. Once you introduce yourself as a fellow Trojan, they’d open up their rolodex. It was extremely helpful in getting me my summer internship.”

The Keenan Career Resource Center (CRC) continues to devote resources to support students striving to find a socially or environmentally related job. The CRC has built strong relationships with big names, such as Education Pioneers, Southern California Edison, GE, Toyota, and others. It also provides resources to the Marshall Net Impact Chapter, which recruits speakers and coordinates events focusing on social enterprise, corporate social responsibility, and renewable energy.

In 2008, USC created the Society and Business Lab (SBL) to develop new strategies for solving global and social issues and to provide support for students and faculty who want to use their business skills to save the world. SBL does this through student fellowships, coursework, research and faculty projects, lab projects, events, and career development. All incoming graduate students at Marshall are encouraged to apply for the fellowship if this is their area of interest.

**Prominent Alumni**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debbie Brutchez (2010)</td>
<td>Senior Director of Development and Operations, LA Works</td>
</tr>
<tr>
<td>Margaux Helvey (2008)</td>
<td>Director of Strategic Partnerships, Downtown Women’s Center</td>
</tr>
<tr>
<td>Sam Reid (2008)</td>
<td>Associate, McKinsey</td>
</tr>
<tr>
<td>Zelinda Welch (2008)</td>
<td>Business Development Associate, Sharp Electronics</td>
</tr>
<tr>
<td>Adam Miller (2005)</td>
<td>VP, Finance and Member Services, CA Charter Schools Association</td>
</tr>
</tbody>
</table>

With the increasing number of students who express strong interest in sustainability, social enterprise, and nonprofits, the Marshall administration has made groundbreaking efforts in developing specialized pro-
The strength of the program lies in the passion of the students and the ongoing relationships students forge as members of Net Impact and the Trojan family. Membership in the chapter has nearly doubled annually. The chapter’s efforts are student-driven, and there is great opportunity for influencing the future of the chapter and the reputation of the entire university. The university is located in a community highly in need of social enterprises and also in a region that serves as the hotbed of innovation for environmental solutions. “There is a lot of money at USC and in the Los Angeles area focused on social and environmental programs. These programs are still developing, but will have a lot of promise,” a student writes. At Marshall, the community values entrepreneurship, leadership, and creativity – the perfect fit for a student looking to make a difference. Fight on!

REASONS TO ATTEND

The strength of the program lies in the passion of the students and the ongoing relationships students forge as members of Net Impact and the Trojan family. Membership in the chapter has nearly doubled annually. The chapter’s efforts are student-driven, and there is great opportunity for influencing the future of the chapter and the reputation of the entire university. The university is located in a community highly in need of social enterprises and also in a region that serves as the hotbed of innovation for environmental solutions. “There is a lot of money at USC and in the Los Angeles area focused on social and environmental programs. These programs are still developing, but will have a lot of promise,” a student writes. At Marshall, the community values entrepreneurship, leadership, and creativity – the perfect fit for a student looking to make a difference. Fight on!

Popovich Hall, Suite 308, Los Angeles, CA 90089-2633, USA • Phone: +1 213-740-7846 • Email: marshallmba@marshall.usc.edu
http://www.marshall.usc.edu/
The Opus College of Business at the University of St. Thomas (UST) educates students to be morally responsible leaders who think critically, act wisely, and work skillfully to advance the common good. Within the UST MBA program, a special focus on ethics in the workplace and exceptional decision-making skills is woven throughout the curriculum. At the UST MBA Launch during orientation, students are immediately engaged in a debate called “The Purpose of Business,” which asks them to think critically about the roles of business in society and the different ways in which that is viewed. Required coursework in business ethics as well as ongoing projects and case studies involving social and environmental business practices are integral parts of the core curriculum. Additionally, stakeholder dialogue events are hosted by the college to increase understanding of current ethical issues such as executive compensation, environmental concerns, and stakeholder expectations. These events engage both students and the wider business community.

During the second year of the MBA program, all students participate in the Business Ethics and Organizational Governance course. This course provides an overview of a wide array of business situations at the individual, organizational, and societal levels with a focus on the ethical and legal aspects of those situations. The course reviews and applies moral philosophy, important legal principles, and human decision-making psychology for analyzing the ethical issues in business organizations. It also examines the challenge of ethical leadership and how an organization can be structured and developed to encourage employees at all levels to think, talk, and act ethically in a global environment. An additional ethics lab introduces students to local organizations engaged in efforts to revitalize the business community. This is designed to help students enhance and appreciate the relationship between business and the larger society.

The Opus College of Business (OCB) is also affiliated with the Center for Ethical Business Cultures (CEBC) (http://www.cebcglobal.org), an independent nonprofit center founded by Minnesota business leaders in 1978 to promote ethical business environments and corporate citizenship. The OCB has enjoyed a close affiliation with the CEBC since 1988. The CEBC assists business leaders in creating ethical and profitable business cultures by working directly in the leadership development programs of client companies and by working closely with the UST MBA program and faculty in educating the next generation of leaders. CEBC supports Net Impact by arranging four to five informal discussion groups each year with MBA students and experienced corporate citizenship and sustainability practitioners. CEBC also hosts an MBA graduate assistant each year to work on a particular project, assists the MBA program in arranging corporate site visits for students, and organizes an annual MBA student ethics competition. Currently, the center is leading a national research project to write a history of corporate responsibility.

While only an official chapter for the last two years, Net Impact has made great progress at UST. Over the past year, the chapter has organized multiple corporate tours, environmental and CSR guest speakers, local volunteer activities, case competitions, and networking events. A number of 2009-10 initiatives highlight the
drive and focus of students at UST.

In the fall of 2009, Net Impact members formed the First Book-UST MBA Advisory Board, a partnership with First Book (www.firstbook.org), a nonprofit organization that gives children from low-income families the opportunity to read and own their first new books. To date, volunteers have read to and distributed books to more than 500 low-income children. The board has also secured $15,000 in funding over 5 years to deliver an estimated 3,000 books to low-income students.

Net Impact members have also volunteered their time and skills to MicroClinic International, designing business strategies to assist the organization in its mission to improve access to essential health services in rural and underserved areas of Ghana and other sub-Saharan African countries. Students and faculty are further working to design a study abroad opportunity to continue the projects in these countries during 2010.

UST students have continued to showcase their strong background in business ethics and corporate social responsibility through a number of case competitions. In April 2009, a team of UST students was named co-champions at the Intercollegiate Business Ethics Case Competition in Los Angeles. Just recently, UST students were also named as finalists in the Net Impact Pioneer Employer Case Competition and will present at the 2010 Net Impact Conference.

Over the coming year, the chapter will continue to host collaborative events, engage in volunteer opportunities, host guests with other on-campus clubs, and further the strong ethical tradition at UST.

CAREER SERVICES & ALUMNI

The Graduate Business Career Services Department provides a high level of personalized service to students, alumni, and employers. There is a specific coach assigned to students interested in nonprofit and social or environmental responsibility. This coach assists them with determining their career interests, skills development, and career management. In addition, the coach works with the students on interviewing with confidence and the development and execution of job search strategies geared toward a social or environmental focus.

The career services office plans corporate tours and recently partnered with Student Life and the Center for Ethical Business Cultures to arrange a tour to Great River Energy, the first Platinum LEED certified building in the state of Minnesota. In addition, the office regularly partners with UST’s Center for Non Profit Management to secure internships and full-time positions for students whose career interests are focused on organizations with a community service orientation. Finally, the department has taken steps to go green by emailing career service training handouts to students instead of distributing paper copies.

Proven Alumni

Ryan Skoog (2010) – President, Founder, Fly For Good
Kate Herzog (2009) – Founder and President, House of Talents
Gary Connett (2006) – Director, Environmental Stewardship & Member Services, Great River Energy
Mary Brainerd (1979) – President and CEO, Health Partners

ADMINISTRATIVE SUPPORT

The administrative staff fully supports Net Impact. In fact, the future priorities of UST’s program are very closely aligned with Net Impact’s values. One of the university’s strategic priorities is to cultivate an ethos of environmental stewardship and to integrate principles of environmental sustainability across the curriculum and in co-curricular activities. The goal is to have students appreciate their roles as global citizens and obtain the necessary tools for leadership and innovation. Program staff have responded to growing student interest in sustainability and corporate social responsibility by encouraging appropriately credentialed faculty to offer topic courses on the subject, and supporting student interest in independent studies that allow them to explore sustainable social entrepreneurship. The MBA core faculty has also taken steps across all disciplines to enhance their knowledge regarding current topics in sustainability.
Transformation is more than just an ideal at the University of St. Thomas Opus College of Business; it’s a call to action. Transformative learning, transformative teaching, transformative leadership, and a transformative experience are all hallmarks of this unique business school. Through an emphasis on ethical leadership in its graduate, undergraduate, and continuing education business programs, the Opus College of Business seeks to transform its students’ lives and careers while transforming the community in which it operates. A rigorous curriculum balances theory and real-world application, providing Opus College of Business alumni the tools necessary to make an immediate impact.

Students committed to social responsibility and environmental sustainability not only can expect encouragement and support from faculty, staff and fellow students, but also can create the foundation for success in these endeavors. In core courses, full-time UST MBA students learn to apply moral philosophy, important legal principles, and human decision-making psychology for analyzing the ethical issues facing business organizations. Students examine the challenge of ethical leadership and how an organization can be structured and developed to encourage employees at all levels to think, talk, and act ethically in a global environment.

In all it does, the Opus College of Business never forgets its vision: to educate highly principled global business leaders. In an era where business decisions impact more than just the bottom line, doing the right thing becomes more than a slogan. It becomes the right thing to do.
The University of Texas at Austin’s McCombs School of Business has a curriculum that offers students a lot of flexibility, with electives beginning in the second semester. There are a number of MBA electives available for students interested in using business for social and environmental impact, and students are also able to take classes at any of the other UT graduate schools. One of the most popular is Professor John Doggett’s Sustainability Practicum, a case-based class. There are also electives on corporate social responsibility, business ethics, and emerging markets. One student writes, “the program is great because of its interest in renewable energy and the chance to be surrounded by like-minded students.” Students at McCombs are permitted to take classes at other schools within the greater University of Texas, including electives in energy policy and urban planning. Public Affairs courses at the LBJ School of Public Affairs are popular as well. MBA students also have the opportunity to enroll in university-wide portfolio programs to supplement their MBA coursework, the most popular ones being Nonprofit Studies and Sustainability. The faculty and administration are aware of the importance of social responsibility and have redesigned the curriculum accordingly. Among other things, this includes a formal concentration in social enterprise and an ethics requirement for all students. Lastly, Professor Julie Irwin runs a business ethics speaker series that brings Net Impact-minded speakers to campus.

There are many opportunities for McCombs students to get involved in the MBA community, including a Net Impact chapter and a clean tech group. The highlight of McCombs’ Net Impact student chapter is the annual Sustainable Business Summit. The Summit allows MBA and graduate students from all UT programs and select professionals to discuss relevant sustainability issues. It is entirely student-organized, and 2011 will mark the fourth year of the Summit. Other Net Impact activities and services include networking events, pre-registration meetings with professors to discuss relevant courses, a Net Impact specific job database, and the Board Fellows program. There is also a very active Net Impact professional chapter in Austin that members occasionally collaborate with.

The Career Services Department at McCombs caters to students’ individual needs. There is a career advisor dedicated to students interested in pursuing careers within sustainability, corporate social responsibility, international development, nonprofit management, or education. In addition, McCombs subscribes to the MBA Nonprofit-Connection job newsletter and forwards opportunities to interested students. A career advisor also accompanies students to the Net Impact Conference each year. In addition, MBA students are invited to the annual career fair at the LBJ School of Public Affairs and other events within the greater university. There is a lot
of opportunity in the surrounding area according to one student: “McCombs is close to the clean tech presence in Austin and Houston.” McCombs currently sponsors career treks in San Francisco, Dallas, Houston, and New York City. Lastly, Net Impact members have secured funding for McCombs’ Social Enterprise Fund to make money available to students accepting internships with nonprofit organizations. Net Impact will be working to raise $100,000 in the next year to make this a full, permanently endowed fund.

The administration is supportive of students, including those looking to pursue careers in sustainability, nonprofit management, and corporate social responsibility. The McCombs Admissions Committee values applicants with social and environmental interests, and members of Net Impact serve on the admissions committee every year. Faculty and staff are continuously looking to better align the program with Net Impact values, as demonstrated by their support in planning the Sustainable Business Summit. “[The] program could be even better if there were more focus from the program office on pointing MBA students toward the great classes that could be taken as electives through other schools at the University of Texas,” one student adds.

The general strengths of the Net Impact chapter at the McCombs School of Business are its collaborative nature, access to the resources of a world-renowned university, and willingness to focus on all aspects of Net Impact’s mission statement. Students are interested in everything from alternative energy to nonprofit management to equal educational opportunities. A first-year MBA student entering McCombs will have the opportunity to take an active role in the Net Impact chapter by contributing their passion in a specific area of interest and helping to plan the Sustainable Business Summit.

1 University Sta B6000, Austin, TX 78712, USA • Phone: +1 512-471-5921 • Email: TexasMBA@mccombs.utexas.edu
http://www.mccombs.utexas.edu/
The Darden curriculum provides a foundation in general management that enables students to manage and lead at an enterprise level. The first year is comprised of five terms of core classes, one term of elective classes, and an integrated capstone experience. The core curriculum requires that students typically prepare three case studies each day, many of which contain themes of social and sustainability in classes ranging from Ethics to Decision Analysis. In the second year, students design their own curriculum from a wide range of elective courses, many of which partially or wholly focus on social responsibility and environmental responsibility. Innovation for Sustainability is currently one of the ten concentrations available to students in their second year. In 2010, Darden launched a sustainability fund as part of its student-run Darden Capital Management program.

Additional courses available to second year students that place a particular emphasis on issues of social responsibility and the environment include Social Responsibility and Entrepreneurship; Leadership and Theater: Ethics, Innovation and Creativity; and Entrepreneur as Change Agent.

Students also have the option to conduct independent research for credit under the supervision of a faculty member. Many of these Darden Business Projects have focused on topics of sustainability, such as developing markets for recycled products, microfinance, renewable energy, carbon trading, and local food systems. Examples include:

- Zero Waste, Carbon Neutral at Darden: Recommendations for Sustainable Operations - This project summarized Darden’s carbon footprint and waste, providing short-term and long-term recommendations for becoming a zero waste, zero carbon enterprise.
- Making the Case for Composting at Darden - This project evaluated the costs and benefits of three different technologies/processes for composting Darden’s organic waste.

In addition to the course offerings at Darden, students are allowed to enroll in graduate courses offered in other colleges at the University of Virginia (UVA) related to sustainability.

Net Impact at Darden’s mission is to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world. Some of the initiatives that the student body has undertaken to accomplish this objective include:

- Net Impact Week - the annual two day career-focused event that includes panels and speakers, networking opportunities, and social events related to two main topics in the Net Impact realm.
- Darden Market – an all-local lunch event aimed at highlighting the economic, sustainability, health, and supply chain benefits of consuming locally-sourced provisions.
- Darden Farmer’s Market – In the fall and spring, local farmers come to Darden and offer students the opportunity to purchase fresh produce, bread, and meat.
- Annual Sustainability & Renewable Energy Forum – A series of panels featuring alumni working in various functional areas focused on using non-tradition-
Darden Carbon Footprint Challenge – A week-long competition focusing on reducing the amount of waste from our daily consumption of coffee by awarding points to the section that used the fewest disposable cups. This challenge also awarded additional points to the section that purchased the most carbon offsets and completed awareness-raising surveys during the week.

These are just a few highlights of the efforts that Net Impact and Darden have made during the 2009-2010 academic year. In addition, there have been events and initiatives co-sponsored by Net Impact at Darden, the administration, and other student organizations that have a social and environmental focus. Examples include:

- Darden Non-Profit Internship Fund (DNIF) is a student-funded program that helps first year students defray summer living expenses while pursuing low-paying internships in the nonprofit and social sectors.
- Ethics panel focusing on whistleblowing: one of the faculty, Ed Freeman, helped produce a PBS documentary on ethics and students did a screening of the video with a discussion led by Freeman.
- Darden Capital Management and Private Equity Club sponsors a socially responsible investing panel as part of their annual forum.
- Darden Business and Public Policy Club’s preventative health forum featured government, health care, and nutritional experts.
- Community service: Darden holds a year-long competition between sections of the first year class which includes outreach events, such as food drives, volunteering, and fundraising that supports the local Charlottesville community.
- The student organization Community Consultants at Darden performs pro-bono consulting engagements in the community, often for schools and nonprofits.

Working with the Net Impact Leadership Team, there is great potential for the Career Development Center (CDC) to become a leader in attracting non-traditional MBA recruiters and preparing students for the off-grounds career search. The CDC offers to match up students with second year peers to come up with optimal career search strategies. In addition, each student is paired up with a member of the CDC to develop additional skill sets pertaining to the job search process. The CDC career consultant dedicated to helping non-traditional MBAs also manages business development for Darden and can leverage her company and alumni relationships.

The CDC has a great reputation with firms in traditional disciplines and has a great resource in an active Net Impact leadership team with which it can work to attract non-traditional employers. The Net Impact club has a VP of careers, who sends out weekly links to internship and full time job postings identified on the web. Although the CDC offers a number of resources for employment research, much of the job search process for non-traditional career seekers is nevertheless done individually. Many students organize job treks related to their specific areas of interest, and the energy club has organized a series of conference calls with companies with a focus on emerging technologies in the field of energy.

By leveraging relationships with other clubs, planning a Net Impact Job Trek, and working with the Darden Entrepreneurship Program, the current Net Impact leadership team plans to increase the visibility and access to jobs related to social and environmental impact.

Prominent Alumni

- Patricia Foglesong (2009) - Business Management Specialist, National Parks Service
- Will Teichman (2009) - Sustainability Manager, Target
- Larry Seizer (1990) - President & CEO, Conservation Fund

Darden’s vision is to be a zero waste, carbon-neutral enterprise by 2020, and a top 10 school for teaching and research that incorporates a sustainability mindset by 2013. Sustainability is an initiative the dean takes very seriously; he describes sustainability as the theme of the decade, as described in his blog. The staff includes Erika Herz, Darden’s Manager of Sustainability Programs, and Mike Lenox, Faculty Director of the Alliance for Research on Corporate Sustainability (ARCS). Erika is responsible for leading the school’s efforts to accomplish its sustainability goals through the school’s strategy and operations. This includes communicating with students and faculty to understand the best ways to incorporate socially responsible themes into the learning
The most conspicuous strength of the Darden program lies in an environment that inspires proactive leadership through an extremely strong sense of community. Students are constantly put into situations in which they must interact and learn from one another through the case learning method. The program’s infrastructure builds a level of trust that caters to a feeling of responsibility to help one another out. This is accomplished by breaking first year classes into sections, learning teams which meet to study each night, and a performance/grading structure driven by the case method, which inspires engagement and rewards participation in class through daily interaction and idea-selling among students. In addition, there are several programs that encourage active collaboration. These include the Darden Cup, an annual competition between sections containing athletic and outreach events in which faculty and partners also participate, mentorship programs between first and second year students, including career coaching and learning team mentorship, and high involvement in affinity events such as the annual Building Goodness in April weekend, which helps less needy families improve housing conditions.

Darden is regarded as a strong general management program. The intensity of the first year curriculum combined with the case method learning environment truly stretches students and inspires them to go outside of their comfort zones both in and out of the classroom. The first year curriculum is geared toward typical MBA disciplines, including accounting, finance, macroeconomics, marketing, operations, organizational behavior, and decision analysis course work. Topics related to social and environmental responsibility are incorporated into these courses through relevant case studies. In the fourth quarter, students are required to take an ethics course, and there is an opportunity to expand upon social and environmental interests in the second year, with a new sustainability concentration launched in 2010.
THE CORE CURRICULUM

The core curriculum professors at the Michael G. Foster School of Business have the interests of the socially and environmentally conscious student body in mind as they shape their lesson plans and often incorporate lectures on sustainability and corporate social responsibility. The core curriculum includes an Applied Strategy class in the first year where many students were able to perform consulting projects for sustainability and renewable energy-focused companies, as well as an ethics project on corporate citizenship within Microsoft. Additionally, the MBA program office at Foster is continually adding social and environmentally focused elective courses that supplement the overall MBA curriculum. Examples of this include Marketing Cases in Sustainability featuring expert speakers from the Seattle area, and Triple Bottom Line Reporting, which provides students the opportunity to generate an actual triple bottom-line report for a local company.

The University of Washington (UW) also offers an Environmental Management Certificate that allows students to take courses in UW’s Environmental Management Program and engage in a nine-month long keystone project with local partners to tackle a real-world environmental management problem. Foster is also flexible with dual degree options, and students can earn a concurrent MBA with a degree from any other school at UW provided they are accepted to both programs.

In keeping with the values of Net Impact, the business school’s newest building, PACCAR Hall was constructed according to the Leadership in Energy and Environmental Design (LEED) certification. The Foster School of Business breaks ground this fall on a new building that will also be LEED certified. This building is scheduled to be open in 2012.

STUDENT ACTIVITIES

The activities led by Net Impact reach far across topics and connect members with many of the best practices of companies in the Pacific Northwest. The chapter had over 25 speakers in the 2009-2010 academic year, including thought leaders with backgrounds in energy, CSR, economic development, and many more. Members had a unique opportunity to participate in a discussion between Sally Jewell (CEO of REI Corp) and advisor Professor Elizabeth Stearns (who teaches an elective on cases in sustainability). Members also participated in weekends in Portland, Oregon and Vancouver, BC focused on engaging with regional companies focused on sustainability and other Net Impact topics.

CAREER SERVICES & ALUMNI

Conveniently located in a region surrounded by progressive, visionary companies, Foster has an exceptional reputation among socially responsible businesses and nonprofits. At Foster, MBA Career Services works one-on-one with Net Impact members to help them network, learn about, and search for opportunities in sectors related to Net Impact. For example, the career center helped organize and subsidized a well-attended student event.
trip to Silicon Valley to visit with companies involved in the clean tech sector.

The mentor program at Foster also provides Net Impact members with the opportunity to learn from prominent business leaders, many of whom stress the core tenants of Net Impact. The MBA Career Services counselors are continually learning about and reaching out to socially responsible businesses in the Pacific Northwest. The career center also subsidizes trips made by Net Impact members in search of socially responsible businesses or nonprofit positions outside the Seattle area. An alumni database is available to students to reach out to Foster graduates who work for companies and industries that appeal to Net Impact members.

### Prominent Alumni

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaron Panzer (2009)</td>
<td>Development Manager, Puget Sound Energy</td>
</tr>
<tr>
<td>Ben Packard (1998)</td>
<td>Vice President – Corporate Social Responsibility, Starbucks</td>
</tr>
<tr>
<td>Sue Mecklenburg (1992)</td>
<td>Vice President – Sustainable Procurement Practices, Starbucks</td>
</tr>
</tbody>
</table>

### REASONS TO ATTEND

The University of Washington Foster School of Business offers flexibility for business students looking to include social and environmental components into their study. Leadership is a big part of the Foster MBA program, and there are many leadership opportunities related to sustainability and/or nonprofit management to choose from. The Seattle area is a hotbed for entrepreneurs, companies, and consultants on the cutting edge of sustainability, which makes Foster an especially exciting place to be these days.

Camaraderie among classmates is strong in the MBA program—thanks in part to a relatively small class size and friendly Northwest attitude. Students specifically interested in social and environmental issues are well served by a strong Net Impact chapter, a highly supportive administration and faculty, a career center in tune with the needs of students interested in socially responsible business, and countless community partners that share in the desire to create a better world.
Although the core curriculum at the Wisconsin School of Business (WSOB) focuses mostly on traditional business topics, a new sustainability certificate and some committed faculty offer a range of options for any student looking for an emphasis on how businesses can address social and environmental problems.

The Business, Environment and Social Responsibility (BESR) Program at WSOB was created and is overseen by Tom Eggert, the Net Impact chapter’s faculty advisor. It offers WSOB MBA students the chance to earn a graduate certificate in addition to their traditional MBA. This program shares Net Impact’s mission and ideals. The BESR certificate prepares students to become leaders and innovators in sustainable enterprise. The certificate’s curriculum offers classes such as *Systems Thinking & Sustainable Business*, *Design for Quality in New Products & Services*, *Sustainable Green Development*, *Environmental Strategy & Sustainability*, and *Business & the Social Side of Sustainability*. In addition, the BESR Program and Net Impact co-sponsor the bi-weekly Clean Tech Thought Leaders Forum. These seminars are open to business students, faculty from across the university, and the public. Each session brings an executive, entrepreneur, or investor from Wisconsin’s clean tech industry to share their thoughts on the future of clean tech.

For students who do not choose to pursue the BESR certificate, the core curriculum incorporates some elements of social and environmental responsibility. Classes like *Financial Accounting*, *Managing Behavior in Organizations*, *Managerial Ethics*, *Operations Management*, and *Strategy* all give students an introduction to using their business skills to make ethical and sustainable decisions.

Several members of the WSOB faculty are actively engaged in research on these topics. Professor Ann Terlaak focuses on inter-organizational learning in the emergence and diffusion of new technology, especially in the clean tech and renewable energy sectors. Professor Mark Finster researches sustainable strategy and the design and improvement of complex systems. He also works with the University of Wisconsin’s College of Engineering and Nelson Institute for Environmental Studies. Professor Randall Dunham’s research into organizational behavior includes studying the effects of cross-cultural and mixed cultural issues within organizations.

As a large public research institution, the University of Wisconsin offers classes on an enormous range of topics. MBA students can use their allotted elective courses to engage with the broader university on any topic in which they are interested.

For students who do not choose to pursue the BESR certificate, the core curriculum incorporates some elements of social and environmental responsibility. Classes like *Financial Accounting*, *Managing Behavior in Organizations*, *Managerial Ethics*, *Operations Management*, and *Strategy* all give students an introduction to using their business skills to make ethical and sustainable decisions.

Several members of the WSOB faculty are actively engaged in research on these topics. Professor Ann Terlaak focuses on inter-organizational learning in the emergence and diffusion of new technology, especially in the clean tech and renewable energy sectors. Professor Mark Finster researches sustainable strategy and the design and improvement of complex systems. He also works with the University of Wisconsin’s College of Engineering and Nelson Institute for Environmental Studies. Professor Randall Dunham’s research into organizational behavior includes studying the effects of cross-cultural and mixed cultural issues within organizations.

As a large public research institution, the University of Wisconsin offers classes on an enormous range of topics. MBA students can use their allotted elective courses to engage with the broader university on any topic in which they are interested.

The WSOB MBA Program bundles students by specialization (e.g. corporate finance and marketing research) to allow a more intensive study into a specific area of interest, but club activities cut across these lines.

Net Impact membership comprises less than 10% of the MBA student body at WSOB. The majority of students are either skeptical or indifferent toward the idea of social and environmental impacts of business. That said, students at WSOB are generally down to earth and open to discussion or debate about these issues.

The WSOB Net Impact chapter has taken as part of its mission the responsibility to grow awareness of the social and environmental impact of business. To do this, the chapter has collaborated with several other clubs. For
example, by partnering with the Graduate Business Association, WSOB Net Impact turned a social event into a fundraiser for literacy. Working with the Food and Wine Club, the chapter put the spotlight on organic farming and agribusiness. In the future, members plan to partner with the Real Estate Club to highlight LEED certification and brownfield development.

The Net Impact chapter is also working to advance curriculum change at WSOB. The school offers the BESR Certificate, and all first-year MBAs (regardless of specialization) must take a core course in business ethics.

However, WSOB Net Impact hopes to drive deeper change by pushing for mainstream integration of these topics into marketing, accounting, and other core areas. The chapter is doing this by surveying the student body for relevant issues, discussing business cases with membership in an informal setting, and then submitting recommendations for the inclusion of these cases in mainstream curriculum. Members believe that curriculum change is one of the keys to changing the character of the school and the quality of students it attracts.

In the past, the WSOB chapter has offered pro-bono consulting services to local nonprofits. The partner organization was Neighborhood House, a local community center often in need of funding and administrative assistance. Though the chapter is not currently engaged in a project with Neighborhood House, it is open to future collaboration.

The WSOB has a dedicated, full-time staff in the career service center, with a loyal group of recruiting companies and resources to assist students who would like to reach out to companies on their own. Additionally, each specialization in the MBA program has a center director who is dedicated to recruitment and building relationships with companies. Small and large companies with environmental stewardship programs, such as Johnson & Johnson and SC Johnson, recruit students from the MBA program. The career service center team focuses on providing individual attention to each student and tries to place students in internships and jobs that fit their career goals and passions. The career service team will work with individual students to contact companies with a social and/or environmental focus.

For students looking for jobs with a social and environmental focus, the program supports students with a stipend for travel to the annual Net Impact Conference, as well as other career-focused conferences.

The MBA specialization in nonprofit arts administration supports students looking for careers in the nonprofit arts sector and has a very high placement rate for internships and jobs after graduation. Tuition scholarships are available for students in the MBA Arts Administration specialization.

Additionally, through the BESR Certificate, students can network with companies who come to speak at panels and in the classroom. The certificate also has a dedicated certificate director who can assist with internship and career outreach and placement.

The administration at the WSOB is committed to providing MBA students with specialized skills that will allow them to thrive with the firms that will hire them. This is at the heart of the specialization model and helps differentiate WSOB. Although there is no specialization that specifically focuses on using business for social and environmental impact, several of the specializations are intrinsically concerned with these topics. In today’s business world, MBA students in specializations such as Supply Chain Management, Strategic Human Resources, Operations & Technology Management, and Real Estate must be able to solve social and environmental problems in their field. Because students trained in these issues are better able to fulfill their employers’ needs, WSOB’s administration fully supports these efforts. The Graduate Business Association, the umbrella group for all of WSOB’s student organizations, provides the bulk of Net Impact’s funding and encourages the chapter to hold events that promote its ideals. Finally, the MBA program office offers financial assistance to any student who attends the Net Impact Conference.
The general strength of the Wisconsin School of Business is its specialization model. By only accepting students that have clear goals and commitment to a specific study path, WSOB is able to create several specialized tracks that dive deeper and with more rigor than other MBA programs.

Additionally, the University of Wisconsin is a world-class research university, with especially robust resources in the natural sciences. Biotech, engine and fuel research, forestry products, agriculture, energy and public policy, urban planning, and technology transfer are all areas where Wisconsin shines. Biotech and medical technologies in particular will gain a lot of traction at Wisconsin due to the large number of biotech startups in the area and the university's close ties.
The curriculum at Vanderbilt University’s Owen Graduate School of Management is surprisingly student-driven, and it is becoming more environmentally and socially conscious. The administration took large steps over the past few years to create the Center for Business and Society, run by Net Impact founder and current board member, Professor Jim Schorr. In order to graduate, students at Owen are required to take an ethics course as a part of the core curriculum. This credit can be fulfilled by taking a course in business ethics, or one of several socially and environmentally focused electives. Social and environmental ethical management practices are addressed in other core classes including Core Strategy, Marketing, and Finance.

Owen offers several electives with social and environmental themes, including Design for Sustainability, Strategies for Corporate Social Responsibility, Leadership for Nonprofits, and The Law and Business of Climate Change, among others. In addition to these, Owen offers a course called Project Pyramid which is loosely based on Mohammed Yunus’ book, The Fortune at the Bottom of the Pyramid. The book studies the changing paradigm of nonprofits and the development of microfinance. This course also offers optional trips to Guatemala.

This past year, students had the opportunity to develop microfinance initiatives in Guatemala City and work alongside a health clinic to promote nutritional development villages. Most electives also address current events and changes in perception of ethics and society. Student demands and interests are an integral part of curriculum development at Owen. For example, the Project Pyramid course began with a group of students, and all trips are student-run, with the help of a faculty advisor.

In addition, Owen maintains a close relationship with the Peabody School of Education, the Divinity School, and the School of Engineering where courses including Environmental Design and Understanding Poverty are available to MBA students.

There are several notable faculty members who are leaders in social and environmental areas. For example, Jim Schorr, Professor of Management, is the Board Chair of Net Impact’s Board of Directors. Schorr is among the nation’s leading experts on social enterprise and entrepreneurship. Also, Bart Victor, the Cal Turner Professor of Moral Leadership, is an expert in the social and moral consequences of new organizational forms, the process of strategy making, and the development and application of organizational knowledge for strategic advantage.

Owen offers a Distinguished Speakers Series, which brings in executives and professionals to talk about current events.
rent debates in business. As a research institution, many professors are working on papers and research involving a variety of relevant topics. Many classes also include a real-world case component. For example, the Corporate Responsibility and Sustainability course included socially and environmentally focused projects with companies including FedEx, Brown Forman, Steelcase, Nissan, and AT&T.

**STUDENT ACTIVITIES**

The Net Impact chapter at Owen is one of the school's largest and most active organizations. The chapter makes it part of its mission to encourage positive change within the school and the community. Owen fully supports these volunteer efforts and has set a goal of having all students participate in at least one volunteer opportunity each year. As part of the incoming student orientation, a Habitat for Humanity build is scheduled, and all incoming students spend an afternoon assembling housing panels. This past year, enough materials were assembled to complete 12 houses.

Additionally, some of the chapter's key events and accomplishments include an annual Impact Week during which the chapter promotes recycling, holds a clothing drive, hosts kegs with reusable cups and organic wine, and also has an organic cook-out. The chapter also supports the undergraduate Net Impact chapter and works closely with SustainVU (Vanderbilt's Sustainability office) and SPEAR, the undergraduate recycling club. Although Owen has already replaced all light bulbs with CFLs, initiated automatic lighting in the library study-rooms and faculty offices, installed low-flow toilets and waterless urinals, and leads a continued campaign to reduce paper usage and increase recycling, the overall Vanderbilt campus is still outdated in many of these regards. Net Impact at Owen views this as an opportunity. The chapter is currently conducting a lighting energy audit on the buildings on the Vanderbilt campus. One student, currently a Net Impact board member, had the opportunity to turn this project into an independent study, and his goal is to propose a business plan to each Chancellor at the university to have all lighting ballasts updated before he graduates.

Owen also offers a Board Fellows program through its 100% Owen club. The president of the club also serves on the board of the Nashville Boys and Girls Club. There is also a volunteer consulting practice similar to Net Impact’s Service Corps program. New students are exposed to Net Impact during orientation. During this time, they are given a presentation on all CSR-related clubs as well as a short tutorial about the school's recycling program. In general, students are seeing that the business world is starting to focus more on areas covered by Net Impact. Thus, being an active member of the club gives insight into how business practices are integrating social and environmental sustainability.

<table>
<thead>
<tr>
<th>Activity of Net Impact compared to other clubs:</th>
<th>66% are satisfied with the number of extracurricular offerings around social or environmental issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above Average</td>
<td>20-40% of the student body is involved in extracurricular activities related to social or environmental issues</td>
</tr>
</tbody>
</table>

**CAREER SERVICES & ALUMNI**

Owen provides individualized career coaching to help students with their specific job search, and all students have the opportunity to work with a professional in the Career Management Center. Students focusing on one professional area (i.e. Finance, Marketing) are encouraged to connect with the professional in the Career Management Center who has expertise in placement within that discipline. Owen has a professional dedicated to renewable energy and nonprofits, so a successful, supported job search is just as likely when students have those interests as when they would like to do investment banking or brand management.

Owen has also established a travel fund for students who conduct independent job searches beyond the on-campus opportunities. The school has created a list of resources that help students explore this career path and
identify opportunities. It subscribes to a listserv that posts available opportunities with nonprofits.

Finally, the school has incorporated the search for CSR opportunities in its business development strategy. Owen’s reputation is strong and continues to grow. It can provide sufficient evidence that students are interested, engaged, informed, and prepared to work in positions related to socially and environmentally responsible business. Several faculty at Owen are dedicated to corporate sustainability and responsibility, several student organizations support social concerns, and each year students accept opportunities related to Net Impact issues.

The administration is extremely supportive of the Net Impact chapter’s initiatives and frequently assists in bringing in speakers, facilitating events, and suggesting new ideas. The Dean of Owen and Dean of Students, Jim Bradford and Jon Lehman respectively, are always willing to meet with students regarding new ideas or projects and suggest ways to get started. “Our Dean has made a large effort over the last year or so to bring in great faculty and add new social and environmental courses to the program,” a student explains.

Additionally, a recent Net Impact initiative, The Oath Project, has an ambassador at Owen, and the administration remains supportive of new proposals and initiatives. The school also has a fantastic network of administrative support in the finance department and from academic advisors and facilities managers. A student’s interest in social and environmental concerns is a plus. According to the admissions office, “We look for individuals who will be involved in Net Impact and who will take on leadership roles. Candidates who exhibit a strong track record of this in their past (and are passionate about CSR) are even more competitive for admission and for scholarship consideration in our process.”

In general, students are engaged, hard-working, social, and motivated at the Owen Graduate School of Management. By studying Finance, Economics, Leadership Communications, Statistics, Marketing, Accounting, and Leading Teams and Organizations within the first six months, most students either strengthen an already developed and prominent skill within a discipline, or discover a new one. Through case studies and teamwork, real leaders emerge in every class, and Owen provides enough opportunities through which each student can become a leader in their own right. Potential applicants who would like to make changes to a curriculum and influence the direction of the program should seriously consider attending Owen.

It is an exciting time to be a student interested in this field at Owen. The administration and faculty have recently launched the Center for Business and Society and many students are excited about the potential of this organization. The center will not only be accompanied by a variety of cross-discipline courses, but also an increased focus on bringing in speakers and projects aligned with social and environmental improvements in business. The Net Impact chapter is one of the strongest clubs at the school and actively pursues new programs and initiatives to improve the school and the education Owen provides. At the end of the day, the students form the school and the administration is extremely supportive of students’ initiatives and endeavors. It’s simple: If you would like to have an impact, come to Owen!
Regarding preparation for ethical and socially responsible leaders:

19% strongly agree that Net Impact members are adequately prepared for socially responsible leadership

Under 10% strongly agree that all students are adequately prepared for socially responsible leadership

n=38
The Wake Forest University Graduate School of Business remains true to Wake Forest University’s tradition – to provide an education based on the values expressed in the university’s motto, Pro Humanitate, education for the benefit of humanity. Social and environmental issues are interwoven throughout core curriculum courses, as well as electives, with 93 percent of core courses and approximately 70 percent of all courses addressing social and/or environmental issues. The school is a partner of the Globally Responsible Leadership Initiative (GRLI) whose mission is to be a catalyst to develop the next generation of globally responsible leaders. The Graduate School of Business continually strives to uphold this mission and is consistently ranked in the Aspen Institute’s Beyond Grey Pinstripes ranking, which spotlights full-time MBA programs that are innovatively integrating social and environmental stewardship into the curriculum.

In 2006, the Wake Forest University Graduate School of Business received $1 million from alumnus Thomas Dingledine, which is being used to further the school’s ethical, social, and environmental academic and research efforts. This endowed gift provides funds for research in these areas and for creating new classroom content and experiential learning opportunities. Dingledine said he hopes this gift will help elevate awareness about conducting business in a way that recognizes responsibilities to the greater good. “We need to instill in future leaders that it’s good business to give back,” he said. “My wish is for this value to be integrated into the fiber of the curriculum.”

The Elevator Competition for Social Entrepreneurship seeks socially-conscious entrepreneurs to share their world-changing ideas. Through for-profit, nonprofit, or hybrid enterprises, social entrepreneurs identify gaps within current social systems and create innovative solutions in society or redefine those social systems, meeting the needs of the community, the environment, or both. These entrepreneurs measure their success based on the triple bottom line. Up to four team members present their plan to judges during a two-minute elevator ride. Finalists present a 20-minute presentation, and winners receive an award of cash and prizes.
The most significant ongoing opportunity in social entrepreneurship is Project Nicaragua, which allows students to provide seminars, consulting, and lending to small business owners in Nicaragua, Africa, and beyond. Project Nicaragua is a student-initiated, student-led outreach initiative where students use the skills and knowledge gained in the classroom to advance the understanding and abilities of small business owners in both the local and global community. Efforts in Nicaragua have expanded beyond seminars to include consulting and a lending fund. Also, Project Nicaragua has expanded beyond the borders of Nicaragua by offering seminars to small business owners in Benin, Africa, Native American entrepreneurs in Santa Fe, N.M., and local Hispanic business owners.

Wake Forest University faculty from the science, economics, law and business fields participated in a two-day energy conference entitled “Energizing the Future,” which was held in February 2010. Speakers addressed energy challenges and opportunities, policy, and entrepreneurial solutions. Speakers included: NY Times columnist and bestselling author Thomas Friedman (Hot, Flat and Crowded); Secretary of Energy Dr. Steven Chu via pre-recorded video; James Rogers, CEO of Duke Energy; Aubrey McClendon, CEO of Chesapeake Energy; academic specialists in energy technology, legislation and economics; and entrepreneurs who are developing alternative technology businesses. This conference was Wake Forest’s launch of its efforts to develop the Wake Forest University Center of Energy, Environment and Sustainability to become a recognized leader in these critically important areas.

Throughout the school year, various speakers and case competitions address environmental issues. For instance, at Wake Forest’s 2010 Marketing Summit, both the graduate and undergraduate case competitions focused on IBM’s Smarter Planet Initiative. Another example is Leadership Series speakers such as Hunt Ramsbottom, CEO of Rentech, Inc., a California-based company leading the charge to develop clean alternative energy. Ramsbottom talked about ways to help the world’s current energy crisis.

The Graduate School of Business Mentorship Program provides students with the opportunity to be paired with a professional that works in the field of corporate social responsibility. This allows students to learn one-on-one from, and develop a relationship with, a highly regarded professional. Students are able to explore and clarify their career goals including career interest, industry, and company preferences. Through the mentorship program, students are able to shadow their mentors at work, conduct informational interviews with various individuals at the mentor’s company, attend meetings with their mentor, and just get together to talk.

The Career Management Center also provided funding for several students to attend the Net Impact Conference hosted by Cornell University.

Prominent Alumni

Chris Yuko (2009) - President, Grupo Puente in Nicaragua
Neela Rajendra (2008) - Partnership Manager, Ashoka U
Dan McCabe (2006) - Executive Vice President, Donor Relations, Gifts in Kind International
Amy Maguire (2004) - Co-Founder, Sandbox Learning
Thomas A. Dingledine (1978) - President/Owner, Virginia Exploration, Inc.

The most helpful career resources in a job/internship search are:

1. Career Services Staff
2. Career Center Job Postings
3. Alumni Network

59% are satisfied with the number of extracurricular offerings around social or environmental issues

20-40% of the student body is involved in extracurricular activities related to social or environmental issues

62% have been able to find a job or internship that to some degree fits with their values
The administration is very supportive of any student-led activities at Wake Forest.

The “Dingledine Scholar for Positive Social Impact” award was made possible by a donation from Tom Dingledine (MBA ’78). The purpose of this full-tuition, two year scholarship award is to recognize an incoming Full-time MBA student with a minimum of two years of post-graduate work experience in a nonprofit organization or agency. Consideration will also be given to those who have demonstrated a commitment to the community through volunteer work or social outreach. The school believes the recipient of the Dingledine Scholar for Positive Social Impact award will be able to significantly enrich the program through their participation.

Regarding the administration’s commitment to including social and environmental themes...

- 59% say they are satisfied in the curriculum.
- 54% say they are satisfied in extracurricular activities.

Regarding preparation for ethical and socially responsible leaders:

- 27% strongly agree that Net Impact members are adequately prepared for socially responsible leadership.
- 12% strongly agree that all students are adequately prepared for socially responsible leadership.
Olin Business School is making strong strides to incorporate both social and environmental themes into the core and non-core class schedule. During core, selected case studies and class discussions focusing on CSR, nonprofit, public health, and environmental themes were incorporated into the strategy, marketing, and economics courses.

Students have been active participants and leaders in social and environmental themes throughout the year. A highlight was the Olin Sustainability Case Competition, a student-led case competition focused on an environmental sustainability issue here on campus. The competition featured 32 teams (120 participants) competing for approximately $7,000 in prizes, attracted 150 people to the final event and engaged corporate and campus-wide support.

Faculty is very supportive in integrating social and environmental themes into classes, as shown through the use of case studies, class discussions, and official classes focused on these issues (see “Electives” below). Faculty who research and teach in this area include Dan Elfenbein, Stuart Yoak, and Judi McLean Parks, among others.

The Olin Net Impact chapter, as well as the business school as a whole, also hosted a speaking event with Jessica Jackley (Co-Founder of Kiva.org) and 75 people in attendance, and a sustainability speaker series (five events). In addition, Olin’s Skandalaris Center for Entrepreneurial Studies hosted the YouthBridge Social Innovation and Innovation Cup, an annual competition for community-based social ventures. This year, $155,000 was awarded to teams representing five local nonprofit organizations.

Electives include: Management and Corporate Responsibility, Community Development and Environmental Preservation through Entrepreneurial Collaboration, Taylor Community Consulting Project (a practicum opportunity where students work with local nonprofits), and Board Fellows (students are placed on the boards of local nonprofits and produce a structured project on behalf of the board).

Program’s strengths:
1. Healthcare
2. Social Entrepreneurship
3. Corporate Social & Environmental Responsibility

41% are satisfied with the faculty emphasis on social or environmental issues in the curriculum
30% are satisfied with the number of courses offered that include social or environmental issues
STUDENT ACTIVITIES

The Olin chapter of Net Impact made great progress this year bringing a strong contingent to the Net Impact Conference in November, hosting a series of sustainability speakers, and hosting the Olin Sustainability Case Competition. Olin Net Impact is a highly visible club on campus and in general has the support of the vast majority of the student body.

Specifically, the following initiatives were in place this year:

- The Olin Sustainability Case Competition actively engaged the student body, campus-wide administration, and the St. Louis business community in the issues faced by the university as it moves towards sustainability. This competition had a great turnout in terms of participation and made sustainability a forefront issue. Corporate sponsors included Anheuser Busch, Edward Jones, and Peabody Energy. This event was co-sponsored by the Olin MBA Programs office, Onlin Net Impact, and the Olin Strategy and Consulting Association.
- The 2009-2010 academic year found the creation of the Olin Board Fellows program. Working with the United Way of Greater St. Louis, the Olin Board Fellows places MBA students on local non-profit boards. Students serve for one year, receive academic credit and complete a project for the board. Nine students were selected for the inaugural Olin Board Fellows program.
- The Taylor Community Consulting Project is a practicum class, which engages teams of students to work on a consulting project for area nonprofits. During the course of eight weeks, the students work hand-in-hand with the nonprofits to develop sound business strategies to address critical needs.
- A team of Olin Net Impact students has been working with the support of school administration to collect data on the student body’s desire to integrate social and environmental themes into the curriculum. The administration is very supportive regarding this and ongoing studies and discussion continues.

Olin Net Impact also works closely with clubs such as the Olin Strategy Consulting Club and the Olin Energy Club to host events and share ideas. The school values these relationships and hopes to host events in the coming year – such as a sustainable job fair – that will leverage the resources and joint goals of the different clubs.

Activity of Net Impact compared to other clubs:

- 78% are satisfied with the number of extracurricular offerings around social or environmental issues
- 20-40% of the student body is involved in extracurricular activities related to social or environmental issues

CAREER SERVICES & ALUMNI

Though the Weston Career Center (WCC) has not had social or environmental jobs as a focus in the past, the WCC is making progress in helping students source and land internship and full-time opportunities in the fields that concern social and environmental issues.

A nonprofit career trek was held in January in Chicago and hosted 20 students visiting nine organizations. These organizations included The Fund: Chicago Public Education, Chicago Cares, United Way of Metro Chicago, American Society of Clinical Pathology, BJC Healthcare, Chicago Jesuit Academy, and Episcopal Diocese of Chicago, Lutheran General Hospital, St. Anthony Hospital.

The career center also financially supported student attendance at the Net Impact Conference in Ithaca this year. Olin Net Impact made great progress this year bringing a strong contingent to the Net Impact Conference in November, hosting a series of sustainability speakers, and hosting the Olin Sustainability Case Competition. Olin Net Impact is a highly visible club on campus and in general has the support of the vast majority of the student body.

The most helpful career resources in a job/internship search are:

1. Alumni Network
2. Career Services Staff
3. Career Center Job Postings

- 77% have been able to find a job or internship that to some degree fits with their values

Prominent Alumni

- Bijal Desai-Ramirez (2008) - Sr. Director of Special Initiatives, Herbert Hoover Boys and Girls Club
- Katie Dugan (2008) - Program Manager – Alternative Fuel Vehicle Program, AT&T

Though the Weston Career Center (WCC) has not had social or environmental jobs as a focus in the past, the WCC is making progress in helping students source and land internship and full-time opportunities in the fields that concern social and environmental issues.

A nonprofit career trek was held in January in Chicago and hosted 20 students visiting nine organizations. These organizations included The Fund: Chicago Public Edu-
past November. Additionally, the WCC is very open and receptive to ideas generated from Olin Net Impact members. The chapter believes it has their full support and backing.

**ADMINISTRATIVE SUPPORT**

Administration at Olin Business School strongly supports Olin Net Impact as a club, as well as the furthering of social and environmental interests. Administration has granted monetary support, but moreover, continually provides resources regarding developing events, retaining speakers, and engaging the local business community in sponsorship of Olin Net Impact related events (or social and environmental themes as a whole). The administration also helps the club garner attention and support campus-wide regarding initiatives, particularly regarding sustainability and alternative energy. Strong support was especially evident during the planning and execution of the Olin Sustainability Case Competition, where the administration played a lead role in engaging community leaders and corporate sponsors in taking an active role in the competition.

**REASONS TO ATTEND**

Olin’s true strength lies in the opportunity it gives students to create the change they want to see in the program, from starting new clubs and influencing the curriculum to hosting events, such as the Olin Sustainability Case Competition. The school provides strong support, especially from the MBA programs office, and this support has encouraged the Olin Net Impact chapter to grow in both size and influence on campus. Additionally, a strength of the program is that the school is looking more and more like a school who truly realizes the importance of social and environmental issues in the business world.

Though not the focus of the program, social and environmental themes are common here, and a prospective student with this in mind will feel right at home. The current student body shares these goals as well, something that is apparent from involvement in Olin Net Impact and the case competition, as well as the strong number of students retaining jobs and internships in nonprofit, CSR, alternative energy, sustainability, and international development roles.

Many opportunities are already here, offered through various classes, an integration of case studies, and a growing number of social and environmental-related extracurricular activities, including speakers, case competitions, and career related events. But what’s most exciting is that this is just the beginning. With full support from the administration and career center, and with the drive of an engaged student body, Olin is becoming a place where students can develop a socially and environmentally-aware business mindset.
The Yale School of Management (SOM) is guided by its mission to “educate leaders for business and society.” In 2006, SOM introduced a new and innovative core curriculum. Rather than teaching management concepts in separate, single-subject courses like finance or marketing, Yale’s integrated curriculum incorporates social, ethical, and environmental considerations into business discussions. These themes are reinforced throughout the core curriculum through recent and relevant case studies. Alongside more traditional business cases, students analyze cases that explore issues such as: the competitive advantages of corporate social responsibility, the impact of social marketing on population growth in Bangladesh, the role of socially-responsible investment funds in promoting carbon-reduction efforts, and the difficult decisions facing a university that has experienced a steep decline in its endowment.

A keystone of the new curriculum is the first year international experience. Trips to countries including China, Brazil, Costa Rica, Bangladesh, and South Africa allow students to meet with an array of leaders in business, government, and NGOs. These trips are integrated into the curriculum through the State & Society and Global Macroeconomics core classes, which respectively explore the relationship between businesses, government, and society and the impact of the global economy and government intervention on countries’ economic health.

Beyond the core classes, Yale SOM offers numerous electives that address social and environmental themes. Popular electives include Corporate Social Responsibility/Social Venture Management, Strategic Management of Nonprofit Organizations, Nonprofit Financial Statement Analysis, Microfinance, Corporate Environmental Management, and Strategy, Policy Modeling, and Business Ethics. A number of our administration and faculty members are active in social and environmental research and teaching, including Dean Sharon Oster (Frederic D. Wolfe Professor of Management and Entrepreneurship), Garry Brewer (Frederick K. Weyerhauser Professor of Resource and Management), and Edward Kaplan (William N. and Marie A. Beach Professor of Management Sciences and Professor of Public Health).

Finally, SOM students have tremendous flexibility in pursuing elective coursework or a joint degree elsewhere at Yale University. For example, several students participate in a local economic development clinic with the Yale Law School. Joint degrees are offered through the School of Forestry and Environmental Studies, School of Medicine, School of Epidemiology and Public Health, Law School, School of Drama, and Graduate School of Arts and Sciences (offers classes in international relations).
STUDENT ACTIVITIES

Yale SOM is a small and diverse community that embodies the school’s mission to develop leaders for business and society. Nearly half of SOM’s student body receives Net Impact’s weekly newsletter and Net Impact events are widely attended.

SOM Net Impact functions as an umbrella organization, coordinating activities relating to social and environmental themes with students, faculty, staff members, and many other clubs on campus. SOM consistently sends one of the largest contingents to the annual Net Impact Conference and its team won the conference case competition in 2008. The strength of SOM Net Impact – and the culture of social awareness evident in the student body – is routinely cited as a draw for many admitted students.

A few Net Impact event highlights from the 2009-10 academic year:

- Yale SOM Net Impact Case Competition: The majority of first-year students participated in this annual case competition, in which students explored the expansion of a bike-sharing initiative across Washington, DC. Finalists competed before judges who were consultants and partners from leading consulting firms.
- 2009 Philanthropy Conference: Speakers from foundations, nonprofits, and consultancies explored current trends and topics such as alternative investment strategies and frameworks for strategic philanthropy.
- Nonprofit Finance Boot Camp: An SOM alum from the Nonprofit Finance Fund provided nonprofit financial analysis training to over 30 students.
- Panel on incentives for corporate social and environmental responsibility with representatives from UTC Fire & Security and Kimberly-Clark.
- Lunch discussion with Unmesh Brahme, Senior Vice President for Corporate Sustainability at HSBC India and 2009 Yale World Fellow (also a member of Net Impact’s Board of Directors).

Additional student-run activities include:

- Global Social Enterprise Class: More than 20 students participated in a semester-long course to provide pro-bono consulting to various nonprofit organizations in Brazil, culminating in a two-week trip for site visits.
- 2010 Education Leadership Conference: This event brought together over 600 individuals from nonprofits, foundations, policy institutes, charter schools, school districts, private sector organizations and MBA programs to discuss innovation, entrepreneurship, and best practices in education.
- SOM Outreach: Student teams were matched with 14 local nonprofits to deliver pro-bono consulting services.
- SOM Board Service: Students were placed with local nonprofits as non-voting members of their boards.
- Organizational Effectiveness: Weekly lunch presentation by nonprofit leaders and SOM students on exciting initiatives they have led in the social sector.

Activity of Net Impact compared to other clubs:

**One of the Most Active**

97% are satisfied with the number of extracurricular offerings around social or environmental issues

40-60% of the student body is involved in extracurricular activities related to social or environmental issues

CAREER SERVICES & ALUMNI

Yale SOM offers a broad set of resources for the internship and full-time job search in “non-traditional” paths. A snapshot of Net Impact members will reveal career aspirations that span functions and industries as wide-ranging as economic development, microfinance, arts management, education, philanthropy, energy finance, and government. A job search spanning multiple industries and sectors is the norm here. The Career Development Office is very supportive of career exploration and works closely with Net Impact and other student clubs to hold a range of events targeted specifically at the non-traditional job search involving internship panels, focus groups, and brown bag lunches. Yale SOM is highly regarded by socially responsible businesses and nonprofits. The Wall Street Journal rated Yale as the number one MBA program for corporate social responsibility in its academic discipline rankings in 2006.

Beyond the formal institutional structure, Yale SOM
students draw from a network of classmates – many of whom have professional backgrounds in the nonprofit and public sectors. In addition, the alumni base in the social and environmental fields is strong. Graduates serve as mentors, professional contacts, and often as hiring managers for SOM students.

For both U.S. and international students looking to work in the nonprofit and public sectors during the summer between their first and second years or after graduation, SOM offers a high level of financial support. The school’s Internship Fund was the first of its kind among management programs and continues to supplement summer incomes of approximately 20 percent of the class. SOM alumni working for nonprofits, the government, L3C organizations and certified B Corporations at any time within 10 years of graduation qualify for loan forgiveness through one of the most generous programs available among MBA programs. For qualified alumni, SOM supports the repayment of annual need-based loans to a maximum of the total tuition and mandatory fees. The income level at which the program fully supports loan repayment and the maximum income level for program support are adjusted annually according to changes in the cost of living and the average starting salary of that year’s graduating class, respectively.

The administration at the Yale School of Management is dedicated to creating an environment that educates leaders who approach business with a holistic viewpoint, understanding both the management and societal reasons for business decisions. The development of the new curriculum – which required a large-scale overhaul of earlier core courses – is indicative of the lengths to which the administration and faculty will go in order to be on the cutting edge of modern business education. The administration is extremely receptive to feedback about the curriculum, which continues to evolve to meet the academic interests and career aspirations of students.

In addition, several research centers affiliated with the School of Management relate to the social interest and environmental sustainability:

- Program for Social Enterprise and Program on Nonprofit Organizations: These programs focus on nonprofit and socially responsible enterprises by bringing university-wide research to the School of Management.
- Center for Business and the Environment at Yale: This joint program of Yale SOM and the Yale School of Forestry provides a focal point for research, education, and outreach to advance business solutions to global environmental problems.
- Millstein Center for Corporate Governance and Performance: The center sponsors research and discussion to promote the idea that corporations can and should better serve society.

Regarding the administration’s commitment to including social and environmental themes...

in the curriculum, 97% say they are satisfied
in extracurricular activities, 84% say they are satisfied
Yale School of Management students interact with renowned faculty in areas such as microfinance, development economics, nonprofit finance and management, organizational behavior, industrial ecology, and ethics. Net Impact members are diverse in their interests and the club provides opportunities for program-specific involvement and career development in issue areas including social enterprise, CSR, philanthropy, nonprofit management, education, and the public sector. Innovation in the sector is a priority on campus and students are encouraged to participate in case competitions and a variety of academic and extracurricular consulting projects that support the unique work of social and environmental for-profit and nonprofit organizations.

The MBA program is focused on empowering students to take initiative and leadership within the school and the community at large. Students have access to a variety of relevant activities and events at the school, ranging from conferences and lectures to pro-bono consulting (both locally and internationally) and volunteering for local nonprofit boards.

The focus on values and ethics emphasizes the importance of understanding the effect business has on society. This curriculum promotes a holistic approach to leadership that encourages managers to consider the needs of all stakeholders when making decisions. The combination of small class sizes and a diverse and enthusiastic student body creates a vibrant culture that encourages learning and the exchange of ideas.

Potential applicants should consider SOM’s culture of engagement in social and environmental themes. The ethos of social responsibility in business is pervasive throughout the campus. The percentage of students who are interested in social and environmental issues is very high. This culture is reinforced by the alignment of Net Impact’s goals with the mission of SOM.

Most importantly, applicants should understand that SOM’s mission is to educate leaders for business and society. The school gives students the resources and opportunities necessary to develop the leadership skills that will allow them to succeed in any field they choose to pursue.

### Regarding preparation for ethical and socially responsible leaders:

- **67%** strongly agree that Net Impact members are adequately prepared for socially responsible leadership
- **25%** strongly agree that all students are adequately prepared for socially responsible leadership

135 Prospect Street, Box 208200, New Haven, CT 06520, USA • Phone: +1 203-432-5932
http://mba.yale.edu/
The core curriculum at the Schulich School of Business includes all of the standard MBA courses, with some emphasis on social and environmental themes. A course called Leadership Skills for Management introduces the concept of sustainability in a business context, and through a term project, forces students to consider the social implications of a real world international business case. Some professors in the program incorporate social and environmental elements into their teachings, but it is inconsistent and not integrated into the core curriculum.

Schulich offers several sustainability courses through its Business and Sustainability specialization, such as Business Strategies for Sustainability, Management Practices for Sustainability, Carbon Finance, and more. These courses (among others) are devoted to demonstrating how business is inextricably linked to environmental and social themes. Moreover, they aim to show how environmentally and socially sustainable businesses are the most successful and possess a competitive advantage in the marketplace. Schulich Net Impact, the Nonprofit Management Association, and the Natural Resources Opportunities Club are actively involved with the development of these courses and new offerings by providing feedback at monthly faculty meetings. Also, the sheer demand for the Business and Sustainability specialization is driving the program to create new sustainability courses. MBA students are welcome to take courses at the Osgood Law School and the Faculty of Environmental Studies (both at York University) that are related to sustainability.

Many of the faculty members at Schulich are involved with these various schools, faculties, and programs at York University, which serves to broaden the scope of what is discussed inside the business school. With such dispersion throughout the university, The Schulich School recently opened its Center for Teaching Excellence, which is meant to bring together all of the sustainability-related initiatives at the business school under one roof. While in its early growth stages, this initiative will serve as a focal contact both inside and outside of the Schulich community.

While Schulich has done an excellent job of attracting students interested in sustainability through its wide spectrum of course offerings and program specialization, there is discontent among Net Impact members regarding the incorporation of sustainability into the core curriculum. Rather than offer only electives devoted to the subject, Net Impact members would like to see all of their professors embedding sustainability into their teachings. One core course in particular, Managing for Value Creation, has the potential to get at the heart of sustainability issues but fails to do so because of inadequate course material. With such a vibrant community of faculty and students committed to CSR, nonprofit, and sustainability in general, the Schulich School could do better to embed sustainability at the core of its curriculum. Perhaps the new Center for Teaching Excellence will help further this objective.
For students specializing in sustainability, the career services department at Schulich has room for improvement. The department doesn’t particularly specialize in sustainability. There is an information package that the department put together to help students looking for more information about jobs in the sustainability field, which is helpful. In addition, the center is particularly good with assisting students with their resumes.

The CSRS (Corporate Social Responsibility Society) is an undergraduate business club that has a similar mandate as Schulich Net Impact -- to strive towards further integration of social and environmental responsibility into business’ core values. CSRS organizes a case competition, a responsible movie night, and an annual conference, as well as other smaller events throughout the year.

The Nonprofit Management Club aims to provide students with the knowledge and connections required to work successfully in the nonprofit sector. This club organizes volunteer activities, guest speakers, workshops, and an annual conference.

Though the clubs above are the primary ones dedicated to using business for positive social and environmental impact, sustainability is becoming more integrated into all of the disciplines at Schulich. Because of this, many collaborative opportunities exist between Schulich Net Impact and the Real Property Club, the Entrepreneur Club, the Natural Resources Club, and the Arts and Media Club. In 2010 the Real Property Club collaborated with Schulich Net Impact to plan a green building event. In 2011, the Entrepreneur Club and Net Impact will collaborate to organize a sustainable business plan competition.

For students specializing in sustainability, the career services department at Schulich has room for improvement. The department doesn’t particularly specialize in sustainability. There is an information package that the department put together to help students looking for more information about jobs in the sustainability field, which is helpful. In addition, the center is particularly good with assisting students with their resumes.

A majority of the staff specializes in other areas (e.g. consulting, marketing, CPG, etc.), and they offer unique perspectives regarding a student’s job search. Additionally, there are unfortunately no funds available for students who take on unpaid internships.

Overall, the Schulich administration encourages and supports all curriculum, activities, and careers that are oriented toward using business for social and environmental impact. Leadership from the dean has made sustainability and adherence to the “triple bottom line” a main tenet of the program, but development of the program is driven by faculty and students. Some financial support is given to the Schulich Net Impact chapter to send delegates to the Net Impact Central conference.

One of the greatest strengths of the Schulich School of Business is its ability to provide perspective to traditional business education. At Schulich, students can choose from a set of business school standard concentrations such as finance and accounting, yet these can easily be complemented with less traditional concentrations such as arts and media management, health care management, nonprofit management, and business and sustainability. That such a variety of concentrations exists also translates to a faculty that is both academically and professionally diverse, offering students a great opportunity to enrich their grad school experience by tackling complex problems from various different angles.

Any potential applicant interested in social or environ-
mental themes should not only consider the great faculty and diverse program offerings at Schulich, but also the context within which their education will occur. Toronto is the largest city in Canada, known for the diversity of its people, many of which came in waves of immigration from various parts of the world. As such, it has developed a cultural and social environment that is quite different than many of the other large cities in Canada. York University is also a product of Toronto’s history and is well known as the cradle of many social and environmental activists. The university is dedicated to providing leadership and dedication in both social and environmental matters. This is also true of the Schulich School of Business.
PART 2: ABOUT THE GUIDE
GOLD AND SILVER NET IMPACT CHAPTERS

Gold chapters are the most outstanding chapters in the Net Impact network. They are characterized by energetic members, dynamic leadership, and excellence in all that they do. They also go above and beyond minimum requirements to actively give back to the network by sharing best practices, mentoring other chapters, and working with Net Impact Central to improve chapter offerings.

Silver chapters are distinguished chapters in the Net Impact network. They go above and beyond minimum requirements and are active participants in cross-chapter exchange and local chapter activities.

Gold and silver chapters are noted throughout the guide in the “At a Glance” box of the school profiles.*

<table>
<thead>
<tr>
<th>GOLD CHAPTERS</th>
<th>SILVER CHAPTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston University - Graduate School of Management</td>
<td>Antioch New England - MBA in Organizational and Environmental Sustainability</td>
</tr>
<tr>
<td>Cornell University - The Johnson School</td>
<td>Babson College - F.W. Olin Graduate School of Business</td>
</tr>
<tr>
<td>Dominican University of California</td>
<td>Bainbridge Graduate Institute</td>
</tr>
<tr>
<td>Duke University - The Fuqua School of Business</td>
<td>Carnegie Mellon University</td>
</tr>
<tr>
<td>George Washington University - School of Business</td>
<td>Case Western Reserve University</td>
</tr>
<tr>
<td>Georgetown University - McDonough School of Business</td>
<td>Columbia Business School</td>
</tr>
<tr>
<td>HEC Paris - School of Management</td>
<td>Erasmus University Rotterdam</td>
</tr>
<tr>
<td>Indian School of Business</td>
<td>ESADE Business School</td>
</tr>
<tr>
<td>Instituto de Empresa Business School</td>
<td>Illinois Institute of Technology - Stuart School of Business</td>
</tr>
<tr>
<td>Northwestern University - Kellogg School of Management</td>
<td>University of Geneva - International Organizations MBA</td>
</tr>
<tr>
<td>Presidio Graduate School</td>
<td>San Francisco State University - College of Business</td>
</tr>
<tr>
<td>Simmons School of Management</td>
<td>University of California, Berkeley - Haas School of Business</td>
</tr>
<tr>
<td>The Ohio State University - Fisher College of Business</td>
<td>University of California, Davis - Graduate School of Management</td>
</tr>
<tr>
<td>University of Michigan - Stephen M. Ross School of Business</td>
<td>University of Chicago - Booth School of Business</td>
</tr>
<tr>
<td>University of Navarra - IESE Business School</td>
<td>University of Maryland - Robert H. Smith School of Business</td>
</tr>
<tr>
<td>Yale University - Yale School of Management</td>
<td>University of Massachusetts Dartmouth</td>
</tr>
<tr>
<td>University of Minnesota - Carlson School of Management</td>
<td>University of North Carolina, Chapel Hill - Kenan-Flagler Business School</td>
</tr>
<tr>
<td>University of North Carolina, Chapel Hill - Kenan-Flagler Business School</td>
<td>University of San Francisco - School of Business and Management</td>
</tr>
<tr>
<td>University of San Francisco - School of Business and Management</td>
<td>University of Texas at Austin, McCombs School of Business</td>
</tr>
<tr>
<td>University of Texas at Austin, McCombs School of Business</td>
<td>University of Virginia - Darden Graduate School of Business</td>
</tr>
<tr>
<td>Vanderbilt University - Owen Graduate School of Management</td>
<td></td>
</tr>
</tbody>
</table>

* Some programs do not have official Net Impact chapters; rather, they have clubs that are affiliates of Net Impact. These programs are not included in the standings.
AGGREGATE RESPONSES

Overall, most students are positive about how their program is incorporating social and environmental issues to date, while signaling that there are still opportunities for growth. Most students are satisfied with the faculty and administration’s commitment to incorporate social and environmental themes in business school. Similar to 2009, a majority of students were slightly more satisfied about the themes in the extracurricular activities than in curricular activities. For more detail on the 2010 breakdown, please see pages 300-302.

When asked to rate the top three strengths of their program’s curriculum, most students indicated corporate social and environmental responsibility, social entrepreneurship, and environmental sustainability, in that order. For more detail on the 2010 breakdown, please see page 303.

Students also told us whether they thought their program prepares students like themselves – Net Impact members with an interest in social and environmental issues – for ethical and socially responsible leadership. In 2010, 87% of students agree or strongly agree that their program prepares Net Impact members for ethically and socially responsible leadership. When asked if their program prepares the general MBA/grad school population for ethical and socially responsible leadership, 60% agree or strongly agree. For more detail on the 2010 breakdown, please see page 304.

On the career front, most programs were rated fairly well and improved significantly from last year. Of the 2,128 students whose goal was to find an internship, 31% told us that they were offered a position that completely satisfies their values; 27% said that they found a job or internship that satisfied their values to some degree; and 29% said they did not find an internship that met these needs but were still looking. Also, although ratings did not greatly vary, a slight majority of students indicated that their career services staff, alumni networks, and career center job postings were their program’s top three strengths. For more detail on the 2010 breakdown regarding career and alumni services, please see page 305.
How satisfied are you with the number of extracurricular offerings around social or environmental themes at your program?

- Completely 36%
- Somewhat 16%
- Mostly 43%
- Not at all 1%
- Very little 4%

n = 2,390

What percentage of the student body are involved in extracurricular activities related to social or environmental issues?

- 80%-100% 11%
- 60%-80% 22%
- 40%-60% 30%
- 20%-40% 27%
- 0%-20% 10%

n = 2,390
How satisfied are you with the administration’s commitment to including social or environmental themes in the curriculum?

- Not at all: 1%
- Completely: 29%
- Somewhat: 24%
- Mostly: 38%

n = 2,390

How satisfied are you with the administration’s commitment to including social or environmental themes in extracurricular activities?

- Not at all: 1%
- Very little: 8%
- Completely: 30%
- Somewhat: 22%
- Mostly: 39%

n = 2,390
How satisfied are you with the faculty emphasis on social or environmental issues in the curriculum?

- Not at all: 1%
- Very little: 10%
- Somewhat: 27%
- Mostly: 34%
- Completely: 28%

n = 2,390

How satisfied are you with the number of courses offered that include social or environmental issues?

- Not at all: 2%
- Very little: 12%
- Somewhat: 27%
- Mostly: 32%
- Completely: 27%

n = 2,390
Please choose the top three strengths of your program’s curriculum.

Compared to other clubs at your program, how would you describe the level of activity of the Net Impact chapter? Factors to consider include number and scale of events, quality of activities, engagement of members, etc.
Net Impact members at my program are adequately prepared for socially responsible leadership.

![Pie chart showing distribution of responses:]
- Strongly Agree: 38%
- Agree: 49%
- Disagree: 3%
- Strongly Disagree: 1%
- N/A or Unsure: 9%

$n = 2,390$

All students at my program are adequately prepared for socially responsible leadership.

![Pie chart showing distribution of responses:]
- Strongly Agree: 17%
- Agree: 43%
- Disagree: 26%
- N/A or Unsure: 9%
- Strongly Disagree: 5%

$n = 2,390$
Have you been able to find a job or internship that fits with your values?

- Yes, completely: 31%
- Yes, to some degree: 27%
- No, but I am still looking: 29%
- N/A: this was not my goal: 11%
- No, I took another job or internship: 2%

Please indicate how helpful each of the following has been in your job or internship search.

Average Rating

- Events hosted by your Net Impact chapter
- Resources provided by your Net Impact chapter
- On-campus recruiting
- Events promoted by your career center
- Career center job postings
- Career services staff
- Alumni network

Average Rating: 3.00

n = 2,390
METHODOLOGY

CURRICULUM

Program strengths: The three highest-rated areas of study are included as the program’s strengths.

Student satisfaction with faculty emphasis on social or environmental issues in curriculum: The percentage refers to respondents who said that they are “completely” or “mostly” satisfied with the level of social and environmental themes included in their program’s curriculum.

Student satisfaction with number of courses offered that incorporate social and environmental issues: The percentage refers to respondents who said that they are “completely” or “mostly” satisfied about the number of courses offered that incorporate social and environmental issues.

STUDENT ACTIVITIES

Level of student participation in extracurricular activities related to social or environmental issues: Ratings were done on a 5-point scale with “80-100%” being the highest rating and “0-20%” the lowest. The average response was included as the percentage of the student body involved in extracurricular activities.

Chapter activity level: Ratings were done on a 5-point scale with “one of the most active” being the highest rating and “inactive” the lowest. The average response is included as the Net Impact Chapter’s level of activity relative to other clubs at the program.

Student satisfaction with the number of extracurricular offerings focused on social and environmental issues: The percentage refers to respondents who said that they are “completely” or “mostly” satisfied with the number of extracurricular offerings focused on social and environmental issues.

CAREER SERVICES & ALUMNI

Career services: Ratings were done on a 5-point scale with “very helpful” being the highest rating and “N/A; not at all helpful” the lowest. The three highest-rated responses are included as the program’s most helpful career resources.

Job/internship placement: The percentage of respondents that answered either “yes, to some degree” and “yes, completely” are listed.

Prominent Alumni: Chapter leaders were asked to name up to five prominent alumni from their university who have gone on to work in fields of interest to Net Impact members (i.e. social entrepreneurship, energy and clean tech, nonprofit, or corporate social and environmental responsibility).

ADMINISTRATIVE SUPPORT

Student satisfaction for administration’s commitment to including social and environmental themes in curriculum: The first percentage refers to respondents who said they were satisfied with the administration’s commitment to incorporating social and environmental themes in the curriculum, while the second refers to their commitment to these themes in extracurricular activities.

REASONS TO ATTEND

Social and environmental leadership preparation for Net Impact members: Options ranged from “strongly disagree” to “strongly agree”. The first percentage in this box is the percentage of students who selected “strongly agree.”

Social and environmental leadership preparation for the general student body: Options ranged from “strongly disagree” to “strongly agree”. The second percentage in this box is the percentage of students who selected “strongly agree.”
FREQUENTLY ASKED QUESTIONS
ABOUT THE GUIDE
Which schools are included in the school profiles?
Net Impact asked each of the chapter leaders in our MBA and graduate school programs to complete a survey with
information on their school curriculum, student activities, career services, and administrative support. You can find
a full list of our student chapters at www.netimpact.org/chapters. We were pleased that 95 chapters completed the
survey.

How many students were surveyed?
For the 2010 Business As UNusual all-student survey, there were 2,980 respondents.

Who wrote the school profiles?
Net Impact chapter leaders wrote the school profiles, at times with input from other Net Impact students. Members
of the Net Impact staff provided edits, focusing mostly on clarity, grammar, and consistency. Our goal was to keep as
much of the students’ original language and writing as possible; in almost every case the profile published in Business
as UNusual is very close to the content the student submitted. Net Impact also contacted admissions officers from
every program profiled in Business as UNusual and invited them to review their program’s entry. We made factual
and clarification edits based on their feedback. No alterations to the opinions and subjects of the students’ text were
made based on admissions’ comments. To learn more about how we create and compile Business as UNusual, please email
gradchapters@netimpact.org.

Who funded the guide?
Net Impact accepted no payments for including school profiles in Business as UNusual. Student writers submitted the
published content voluntarily and without compensation from Net Impact. Paid advertisements from schools and
businesses appear integrated throughout the guide. Proceeds from the sale of these ads were used to publish hard
copies of the guide and to market Business as UNusual to new readers.

If you find Business as UNusual interesting or helpful and if you’d like to see us continue with similar projects, we
encourage you to make a tax-deductible donation to Net Impact at www.netimpact.org/donate.

If you are interested in advertising in the 2011 version of Business as UNusual, please write to us at gradchapters@netimpact.org.

FOR PROSPECTIVE STUDENTS
What other information should I use to learn about what business schools are doing in these areas?
We encourage you to take a look at publications from the Aspen Institute. Their Beyond Grey Pinstripes publication is
a biennial survey and ranking of business schools, which spotlights innovative full-time MBA programs and faculty
that lead the way in integrating issues of social and environmental stewardship into business school curricula and
research. The information in Beyond Grey Pinstripes is provided by faculty and staff and thus complements the student
perspective. To learn more about Beyond Grey Pinstripes and other Aspen Institute publications, please visit www.
beyondgreypinstripes.org.

Another good resource is the Idealist.org Graduate School Fairs, which take place in major cities across the United
States. See www.idealist.org for more details.

We also encourage you to speak with student members of Net Impact at programs that interest you. Each program’s
admissions office will be able to put you in touch with them.

Is business school right for you?
Today, business school is no longer just for future bankers, consultants, and corporate executives focused only on
bottom-line financial results. More and more graduate business programs are recognizing the importance of training
values-based leaders who understand the significance of a healthy environment, strong communities, and long-
term sustainability. Many of today’s business schools have both core and elective courses that include discussion and assignments focusing on the triple bottom line (financial, social, and environmental). The students at business programs today include former and future nonprofit leaders, social entrepreneurs, public sector leaders, and corporate employees who are committed to helping their company make a positive net impact on the environment and society. Some of the recent alumni highlighted in Business as UNusual include the Co-Founder of Kiva; the Managing Director for Teach for America; and the Sustainability Manager of Ocean Spray.

Net Impact encourages individuals with all backgrounds and interests to apply to business school. The management, strategy, and financial skills taught in an MBA or similar program will be valuable for anyone who will manage people, programs, or an organization in all sectors. While strong grades, GMAT scores, and professional achievement are required to gain admission to top programs, admissions officers are increasingly aware of the importance of Net Impact values and priorities among their business school classes.
Providing an unparalleled range of services for more than 20,000 responsible leaders takes visionary support from partners who share Net Impact’s commitment to improving the world through business. Please join us in saluting our annual sponsors whose support brings us closer to the day when leading responsibly is the only way to do business.